MAY 1957

The Office

Magazine of
MANAGEMENT • EQUIPMENT • METHODS

THE REAL RED MENACE

For More Information Circle No. 275

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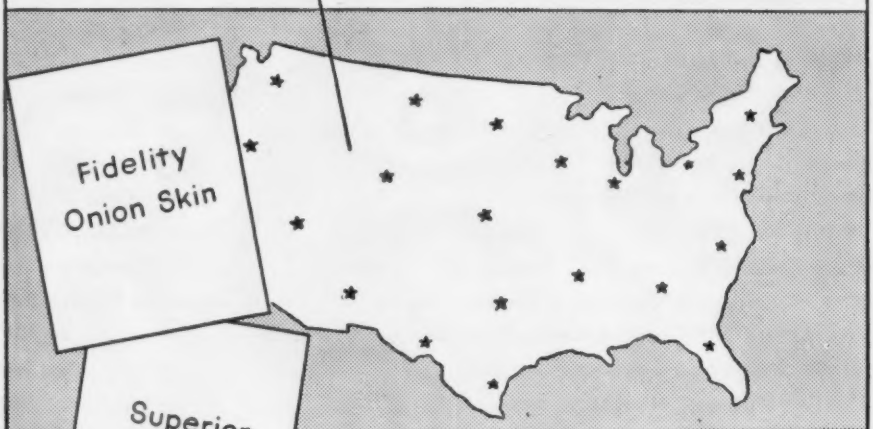

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Men who think that success is only a matter of "a few years" are failures . . . however young they are!

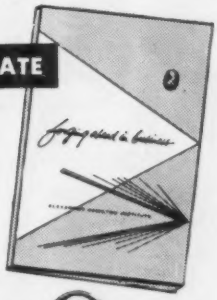
How often have you heard some young man in business say, "I'll admit the job I have now isn't much but, after all, I'm only in my twenties."

Or: "Just about every executive in the company I work for is between 45 and 65. I have plenty of time to get ahead."

This *mistaken* idea that success comes automatically with time is easy to understand. Promotions do come regularly and effortlessly to young men of promise. *But* the day arrives, often abruptly, when that promise must be *fulfilled*. Native ability and intelligence can carry a man only to the midway point in business—beyond that he must *prove* his capacity to justify a position of executive responsibility. That calls for a practical, working knowledge of business fundamentals.

The time to build that knowledge—to lay a solid groundwork for your future progress—is now . . . *now* while time is still on your side. If you fail to recognize that fact, you'll know only struggling, skimping and regret when your earning power should be at its height.

FOR THE BUSINESS MAN WHO REFUSES TO STAGNATE



HALF the world is half asleep! Men who could be making twice their present salaries are coasting along, hoping for promotions but doing nothing to bring themselves forcefully to the attention of management. They're wasting the most fruitful years of their business lives . . . throwing away thousands of dollars they'll never be able to make up.

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The Real Red Menace

HARRY H. FITE
Vice President and Washington, D. C., Manager, Lester B. Knight & Associates, Inc.

A FIRE recently broke out in a friend's house. True to tradition, it happened between two and three o'clock in the morning. While the fire was not bad enough to destroy the dwelling, it was pretty well gutted inside. In addition there was a lot of water damage.

Our friend reported that the fire department performed well and tried to clean up but, in spite of everything they could do, it remained an unholy mess. As he stood ankle deep in water, forlornly surveying the scene, the lieutenant in charge snapped open his notebook to get some particulars for the record such as time the fire started, estimated damage, address, telephone number, etc. Finally, looking somewhat embarrassed, he said:

"This is a hell of a question, Mr. McMenamin, to ask a man at this time of night under these circumstances but—what is your age? You see there's nothing I can do about it," he added wistfully. "It's *on the form!*"

Red tape is an American byword. It is usually—and inaccurately, we think—phrased "government red tape," as if that were all there is to it. Actually red tape is a universal phenomenon, perhaps more attributable to size than anything else (although some small organizations are rife with it) which affects all types of organizations regardless of the nature of their business. While government sometimes seems to be the worst offender, red tape is found also in industry, in academic circles and, from our reading of the minutes of the Ladies' Aid, even in the church.

To identify red tape as simply "too much paper" or the quintuplicate disease, as is so often done, is much too superficial. Unfortunately the real problem is much deeper. It is the state of mind (or *states* of mind) of which excessive paper is merely a symbol and which breeds the multiple copies, that makes the problem serious. In general, red tape resides in such attitudes as being negatively *against* problems instead of actively *for* solutions, trying to master-mind matters that are properly a challenge to the best efforts of everybody. Above all, it is failure to think *big* enough on administrative and management problems in the face of an ever-accelerating technology. Specifically, there are ten individual types of red tape states of mind which are worth identifying in particular because, if they are recognized clearly by type and cause, it is possible to treat and cure them.

1. The Co-Signer

Take Red Tape State of Mind No. 1. This is timidity, or the "co-signer" state

of mind. It is the most exasperating of all, to anyone who wants to get a job done, for it can really slow the parade down to a shuffle. In this connection consider the following case history.

A man selling an exceptionally efficient new hand tool presented it to the purchasing agent of a government agency whose uses for it could be numbered in the thousands. The tool had passed all tests with flying colors and was widely used in industry. However, to "be on the safe side" Purchasing said "check with Maintenance", who said "check with Operations", who said "check with Training", who said, "check with Budget". Finally the salesman returned triumphantly and reported clearance of all hurdles to Purchasing, who said, "That's fine but, before we go overboard on this thing, it should have a field test. Why don't you take it to our regional man in Dubuque?"

Now it must be conceded that large scale organizations make sub-division of labor necessary and this requires coordination before a sound decision can be reached. Yet, somewhere, there's go to be a limit and we wonder if the extreme to which this process is frequently pushed is in reality "the price we must pay for democracy" or "normal prudence". Maybe it is nothing more or less than government red tape!

Feeling that whoever points his finger at a problem has an obligation to sug-

Photo by Ewing Galloway, N. Y.

RED TAPE—THE REAL RED MENACE.

gest a solution, we offer the following thoughts on this one. First of all, this sort of hesitation waltz is more damaging to an organization's public relations than almost anything else that could happen and so merits *top management* attention. Second, it must be recognized that there is sometimes an excuse for a certain amount of this pulling and hauling. The division of responsibility within an organization may be so cloudy that failure to act arises, not out of timidity but, out of frank confusion as to where the power to act really resides. However, there is no reason to let this kind of situation persist for long. A thorough organization and systems study can ferret out the causes and root out the difficulty in a short time. For an organization not equipped to do this job for itself, there is plenty of competent outside help available.

While a high percentage of these cases of decisional paralysis yield to this treatment, there are causes where the source of the difficulty is the personality of a certain individual rather than a structural problem in the organization. Faced promptly and frankly, these cases usually can be cured by the transfer process. Of course, many problems of this kind should never have happened in the first place. For years we have known that good technical, professional and staff people do not necessarily make good supervisors and line executives. Yet we promote them to the first such vacancy that occurs. Someday it is to be hoped that a thorough professional analysis of personality, as well as other qualifying traits, will be a standard part of the promotion process.

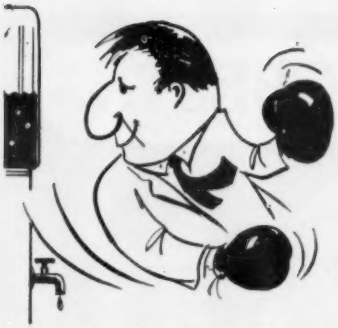
The Co-Signer.

2. Let's Not Fight the Problem

Red Tape State of Mind No. 2, and it may be the most prevalent of all, might be called the "let's not fight the problem" frame of mind. People affected with it, rather than risk getting hot and bothered, stop short of really thinking things through, and end up with partial solutions and inadequate procedures. Consistent behavior all the way down the line in their organizations is impossible. For example:

One day a man bought a first class round-trip ticket from City A to City B at the downtown ticket office of a railroad, using a credit card. When he arrived at the station at midnight to board a night sleeper, he decided to return by day coach. On checking in, he asked how to convert to a coach ticket for the return. He was told his return first class would be exchanged at his destination for a return coach ticket and a credit sent to his bookkeeper.

But the agent at City B said, "Oh, no—the man at your departure point should have given you a rated-up round-trip coach ticket. You'll have to use your return first class ticket and ask the con-



Let's Not Fight the Problem.

ductor for a receipt to get a refund in your home town." En route from B to A the conductor accepted the first class ticket for passage all right, but gave the man a receipt to use in claiming a refund by *writing the home office of the road in City C!*

Just one of those things that happen every day. Three people, who should have given the one, same answer, give three different answers—or red tape, business division.

Some people still swear by sulphur and molasses as the best treatment for spring fever. That's our reaction to the way to solve State of Mind No. 2. We can think of nothing better than the old-fashioned remedies of good tough supervision to get the organization back on its toes; an adequate procedures study of all clerical routines, especially those affecting the public, and then the promulgation of results in a standard operating procedures manual which communicates the standard answer clearly and unequivocably. While tightening up supervision will largely be up to the management of an organization which encounters this state of mind, there are some good supervisory training programs available. Of course, a wealth of literature and other aids are to be had relative to the other expedients mentioned.

3. Gosh, Did I Forget to Tell You?

Have you ever run into the man who wants his mind read. He, in that most useful phrase, "fails to give guidance." He's suffering from the No. 3, "Gosh, did I forget to tell you?" State of mind, and is a direct waster of money and material as well as time. We've all frequently heard incredulously of manufacturers who lose many manhours and run up a big scrap bill because they fail to tell Production in time about a change dreamed up in Engineering. Or, to take an even more homely example, there are waiters who'll tell you that half their time is occupied returning orders to the kitchen unnecessarily—had the customer been specific in the first place.

On second thought, maybe this state of mind is more prevalent than No. 2. It's a cinch it will easily outclass the common cold as a source of lost manhours. What it boils down to is that any individual, or group, that is expected to carry out an order, has a right to expect it to be *absolutely explicit* as to who, when and where. Indeed there are wise executives who even tell why

Gosh, Did I Forget to Tell You?

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a particular order is given.

In view of the fact that "people are no darn good" there's not much hope of solving the waiters' problem because it involves the general public. However, this problem, as it affects a normal business operation or government agency, can be attacked from a variety of angles. The management training device, which involves fully acquainting each functional specialist with the duties and problems of his counterparts so that he can understand the effects of his derelictions on the organization as a whole, seems like a promising approach.

Then again, whatever happened to the written order? Most organizations which have tried fancy short-cuts have come back to it in the long run. Tighter supervision and training or self-development aimed at improving personal work habits are also needed to correct this kind of situation which is really more a matter of personal behavior than a structural organization problem.

4. Call the Sergeant!

The "how" question was omitted above because it is the source of Red Tape State of Mind No. 4. For sometime it has been a management tradition that "you give a man a job to do—you don't tell him how to do it." This is just dandy up to a point. If the man is sufficiently experienced, or if he and the boss share a common background, this approach breeds confidence and initiative and has much to commend it.

However, when abused, this principle can degenerate into one of the most dangerous of all Red Tape States of Mind. This might be termed the "Call

Call the Sergeant!

the Sergeant!" state of mind, for it is well illustrated by the old story of the second lieutenant who, when asked how he would erect a tall flag pole, answered, "I'd call the sergeant and issue an order." Anyone who has lived with an organization where executives resort to the immunities of rank to duck decisions on matters of "how" to do a job, can testify to how much manpower, money and material this state of mind can waste.

As is implied in the statement of this problem, many of its crimes are committed in good faith and arise out of a misapplication of the so-called principle of "you give a man a job to do . . ." What this overlooks is that frequently the "how" part is the whole story. Much of what we call "policy" is top management's answer to the "how" question. For example, when Congress stipulated fines and imprisonment rather than capital punishment as the means of enforcing the income tax law, it answered a "how" question. We've heard that the "Overlord" (Normandy invasion) orders stipulated that all knocked-out but salvagable equipment should be "let lie" by advancing units, to be dealt with

later—another "how to" directive.

Because the issuer of an order usually has a broader perspective of the setting in which it is to be carried out, than has the recipient, in most cases he's in a much better position to specify "how." Admittedly this is one of the subtlest skills of management—to give enough how-too direction to assure desired results without giving so much as to stifle initiative. This ability is probably the most useful to master.

5. Let George Do It

The "Let George do it" State of Mind is a real waster because it is double-barrelled. We've all encountered the employee who pushes decisions that *he* ought to make, up to the boss. Maybe the decisions he pushes up *are* ones the boss ought to make, but the employee passes them on without doing the staff work that should be done first. His is likely to be a short career though a merry one with no one to shed a tear when it's over. There are those who consider what's done on the other side of this coin (supervisors passing the buck *down*) even less admirable, although it's less risky.

Let George Do It.

Meanwhile, who is worrying about the missed dividend, the deadlined aircraft, the disability claim that didn't get paid, the ammunition that's running low? George? Don't be silly. He's figuring out how to pass the buck to Harry.

As far as State of Mind No. 5 is concerned, there's no better formula for curing it, as far as the non-supervisory employee is concerned, than the rules for completed staff work which the Army has followed for generations:

"Completed staff work is the study of a problem and presentation of its solution in such form that all that remains to be done by the Commander is to indicate approval or disapproval of the recommended *action*. The word 'action' is emphasized because the more difficult the problem, the more the tendency is to present the solution to the Commander in a piecemeal fashion.

"It is your duty to work out the details. You should never consult the Commander no matter how complex the problem. It is your duty to advise your chief what *he* ought to do—not ask him what *you* ought to do. He needs answers, not questions. It is your job to study, write, restudy and rewrite until you've evolved a *single* answer—the best of all you've considered."

As far as the buck-passing *supervisor* is concerned, try sympathetically to find out why he passes the buck. Then fire him!

6. Peek-a-Boo

The Peek-a-boo or "Now-you-see-me-now-you-don't" State of Mind reduces to a matter of simple good manners. When you say "Don't call us, we'll call you," you ought to mean it. When you're

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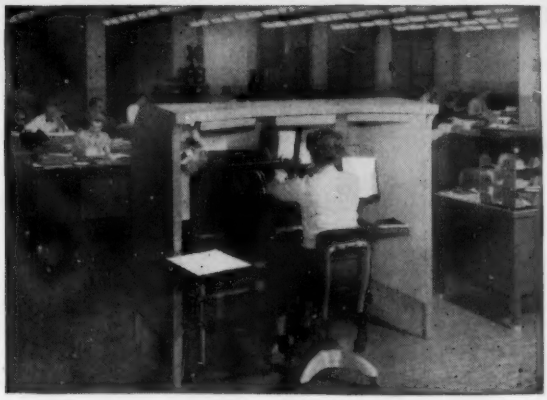

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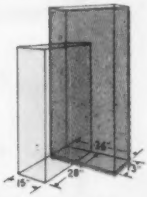

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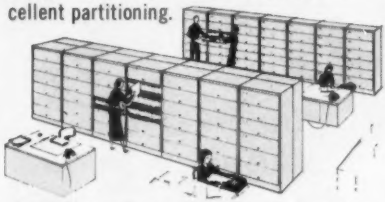

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reported "in conference," that's where you ought to be. There's no need to belabor the point because we all know how often these dodges are used to delay tough decisions or unpleasant face-to-face contacts. There go those distribution costs (as well as a lot of other kinds) again!

Peek-a-Boo.

This kind of behavior we are wont to call a personality problem. As such, there are few organizational expedients that offer much hope. Perhaps, if exposed to the consequences of their behavior, such individuals might improve but we offer no guarantee.

7. Do-It-Yourself

The "Do-It-Yourself" State of Mind, when kept at home, has been known to save money. In the office or the plant it merely adds to the "underabsorbed burden."

Most organizations have at least one of these types who can't delegate and who is worth his weight in gold—on the *debit* side of the ledger. Sometimes training will prove to be the answer to making him effective. In other cases, it has been found possible to transfer him out of a line job into other activities where his excess of zeal can do less dam-

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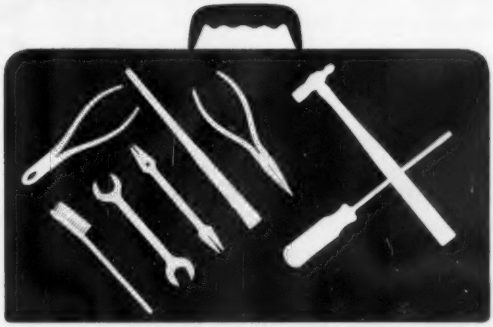

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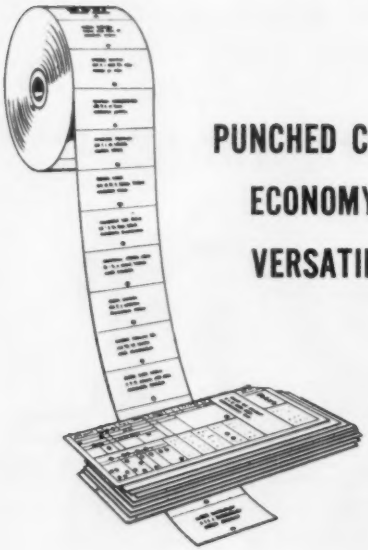

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age, but individuals of this stripe always represent a potential problem.

Reluctance to delegate is a matter of temperament and personality rather than lack of brain power or organizational deficiency. As suggested above in discussing co-signers, management frequently creates these problems for itself by poor selection. Where the transfer process is not a feasible solution, or in the mild cases of insecurity which

Do-It-Yourself.

breed do-it-yourselfery, management action to increase the self-confidence of the individual may help save the situation. This action can range from mere emphasis of the individual's value to the organization, to instructional training to correct his lack of job knowledge which may have been an embarrassing factor. Usually the source of the difficulty will be apparent, but some organizations have found it useful to resort to objective outside professional diagnoses in unusually complicated situations.

8. Indian Giver

The Indian Giver State of Mind resembles the Do-It-Yourself State of Mind, but it's much more dangerous because it's more insidious. It involves giving wide delegation of authority and

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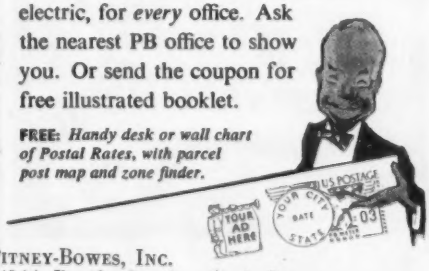

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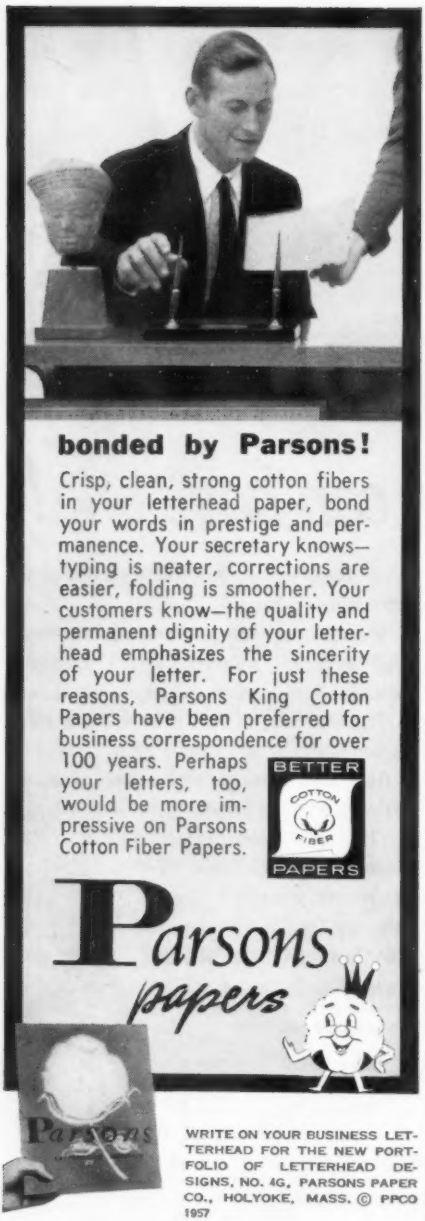

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responsibility with the right hand, then taking them back again with the left by virtue of a variety of apron string arrangements in the name of "control."

These controls take a variety of forms, the most onerous being various types of limitations on the resources allocated for doing the job for which authority and responsibility have been delegated. Some of the more familiar are budget controls, limitations of the right to buy up to $1000, $5000, or some other arbitrary figure which erases any real room for discretion; or direct limitations on travel, manpower, certain types of equipment or other objects of expenditure. The other broad category of apron string controls is the use of a reporting system which requires subordinates to make reports so frequently and in such detail as to raise a practical question as to what real power and discretion they have been given.

Like everything else in life, the critical point involved in these kinds of management control arrangements is the degree and manner in which they are exercised, rather than the notion of control per se. We don't propose any doctrine of anarchy, throwing all control to the winds and giving each district manager a blank check on the company treasury. However, we do argue that control arrangements must be thought through carefully to assure that they are commensurate with the degree of discretion it is logical and safe to exercise at the periphery and with the delegations that have explicitly or implicitly been granted, so that the practical effect does not amount to giving with one hand and taking back with the other.

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overcontrol is not to dilute *real* control but to temper it to the degree of initiative desired by substituting *positive* controls for limitations on resources and "snooper" reports which are essentially *negative* controls. Two important positive controls are through *indoctrination* and through *standards*. The scope of this article doesn't permit elaboration on these points but at least let us define these concepts.

Indian Giver.

Control through indoctrination involves *advance* declaration of top management's views as to what an organization's objectives are, and when and how they are to be achieved, followed by intensive training in this gospel of all those within the organization who are to be given independent authority to act. In short, a boss can permit a subordinate to act without direction on details if he can be assured that the subordinate will *approach* problems in the same way the boss would.

Standards, which are an advance definition of pars and bogeys in quantitative terms, provide a positive control as valuable for day-to-day operations as indoctrination is for control of action over the long pull. Standards remove the ele-

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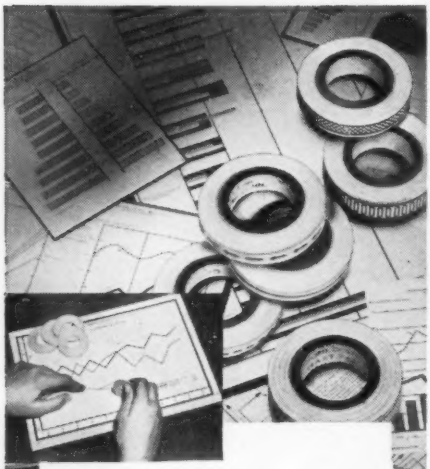

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ment of argument from the appraisal of performance. The subordinate knows what's expected of him. Either he measures up or he doesn't. At least he has freedom of action for a period of time and his hands aren't tied by limitations on the *means* at his command.

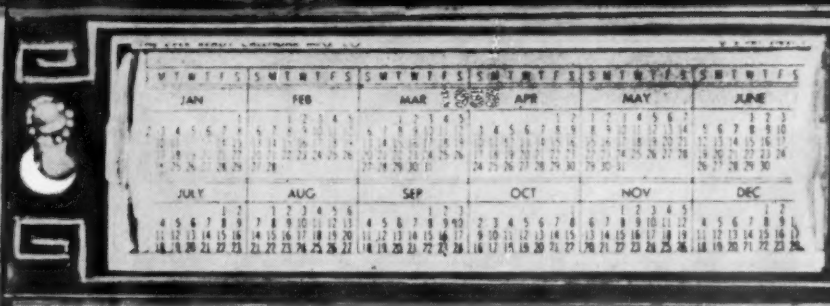
9. Don't Be Half-Safe

If there are many executives with the Don't-Be-Half-Safe mentality in your organization, you may end up making the highest quality product in your industry. The term "on the market" was discarded advisedly because the chances are that, if this mentality is firmly entrenched, the product will never see the market. It will be bouncing back and forth from Research to Engineering to Quality Control and back like a badminton bird.

A dramatic case in point came to light in the early days of the European recovery program. Some engineers were advising a continental radio manufacturer who found himself unable to meet postwar competition. They discovered that the specifications for his set permitted it to operate underwater—which it was seldom required to do!

Stories of engineers who design a local footbridge to stand the stresses of the Brooklyn Bridge, and other stories involving unrealistic quality standards, are a dime a dozen. All that remains is for somebody to do something about it.

This state of mind affects the office as well as the plant and its results there are even more exasperating. It leads to all sorts of logs, date stamps, etc., to make sure a paper doesn't get lost. Records are hoarded to the extent where operating elements of the business have to move out of the building. To assure



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APRIL						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

NEXT MONTH

JUNE						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
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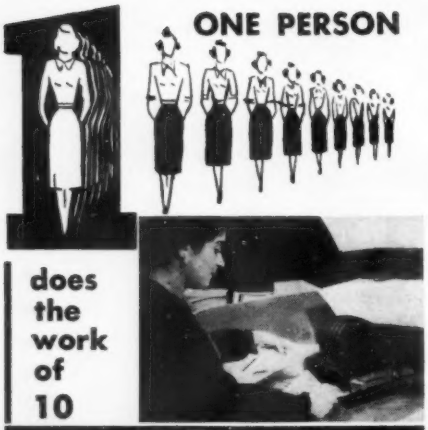

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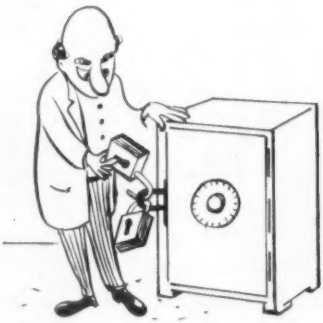
that every possible nuance of thought is reflected in an outgoing report, some organizations collect so many initials on the final draft that it resembles a teenager's autograph book. It is this mentality that leads to the multiple-copy phenomenon, so often regarded as the essence of red tape.



Don't Be Half-Safe.

This mentality is like honeysuckle. It yields only to unceasing vigilance and to being rooted out again and again—and again. In the plant, the industrial engineer, the product engineer and the quality control department must be indoctrinated to a realistic outlook and then must team up to do the job. The job in the office is even tougher. The systems and procedures study, the records study, the paperwork management appraisal, the report control process and the forms control and design approach, are all needed from time to time.

Yeoman service on this front can be rendered by the local systems staff but this underbrush is so stubborn that many times only the complete objectivity and relative ruthlessness of an outsider can cope with it. The most useful of all approaches to this problem, as far as it exists in the office and in the opinion of

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this author who lived with one of the most comprehensive of such efforts on record, is clerical work simplification. This involves putting several of the more fundamental tools of the systems analyst in the hands of *first line supervisors* themselves, thus enabling them to get at red tape at its roots and to put their own sections in order. Not only does this permit cleaning up red tape at the greatest depth, but it provides a built-in deterrent to its re-growth.

10. The Name-Dropper

There's one in every group. This is the character who, when he can't carry his point on its merits or his ability to present it, alleges that it is a *must* on the agenda of the executive vice president, the secretary, the archbishop, or the chief of staff. This boy is found in every type of organization and he louses up all of them. Nothing can wreak more havoc than this kind of operation. Nothing is more prevalent, and usually nothing is easier to correct.

Sometimes the source of the difficulty is the floating "executive" or "special" assistant without portfolio who makes himself felt by dropping his boss's name. Because he has a spot close to the throne, nobody has the courage to call his hand. Sometimes a department chief at headquarters, trading on propinquity, tries to work this racket on a brother at a more remote location. The answer in both cases is the same—"call" the stooge by calling his boss.

The above answer is good bureaucratic tactics but there are more orderly organization answers which should be used in a well run enterprise. May we once again meekly suggest the written order, and the policy and procedure manual

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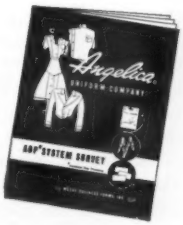

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(because our pests thrive in policy vacuums). The dangerous "assistant to" form of organization should be dropped unless the rare type of individual, who can handle such a position successfully, can be found. Space forbids exhaustive treatment of the subject, but an old-fashioned staff meeting is sometimes the down-to-earth kind of action which will solve the problem.

We are sure that nobody hates red tape more than you do. But, honestly, how would you measure up if rated on the foregoing list of States of Mind:

1. Never experience any of them?
   Brother, you've got a permanent state of mind. You're out of touch with reality!
2. Almost never experience any?
   You know you're a bit of a paragon, don't you?

The Name-Dropper.

3. Have my share, but make a conscious and conscientious effort to cope with them?

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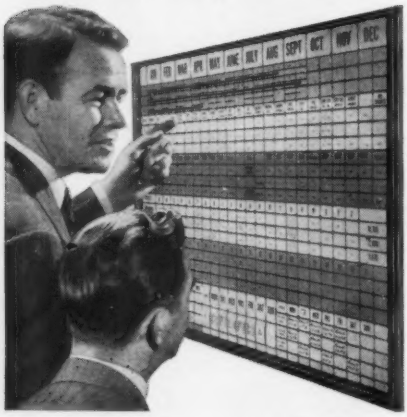

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For More Information Circle No. 333

can be expected of any individual or organization. If everybody could legitimately make this claim a $500, $600 or even $700 billion G. N. P. would be in the bag. However, if the problem is ignored, the resultant slow-down in productivity, in the face of a mounting population demanding a rising standard of living, could conceivably make red tape a greater red menace than the Kremlin.

That may sound like an extravagant statement, yet it can't be dismissed out of hand. What if it were true? Unfortunately it might be. While our productivity for years has increased at a greater annual rate than that of any other country, this doesn't continue automatically, and the gap may be closing at a more rapid rate than we realize.

Surely if the groups who are fighting those problems can be taken seriously, as they are, when they say industrial accidents or the common cold are threats to national security, it is not too far-fetched to call red tape the *real* red menace. The hours lost to our economy through such red tape states of mind may well be a thousand times those lost because of accidents or even common colds. It may be fortunate that no way has so far been found to calculate and express our annual national red tape rate because it might prove to be greater than our annual G.N.P.!

All this is particularly ironic when you stop to think how contrary it is to what the United States stands for throughout the world where, for the last ten years, we Americans have been preaching the gospel of "a straight line is the shortest distance between two points."

MEMO FROM MANPOWER

A Supermarket FOR BUSINESSMEN

While paging through reports from our branch offices the other day — it struck me that Manpower is actually a "Supermarket" of office services. To illustrate, I would like to list a few of the jobs our offices have completed in recent weeks.

A *Texas Bank* used 22 Manpower, Inc. typists to type stock certificates and checks on a large stock dividend.

A *Maryland Insurance Company* used Manpower, Inc. filing crews in 5 cities to effect a major filing system changeover. The work was done at night without interruption to daily routine.

In *Philadelphia,* a *National Convention* of professional men used 12 Manpower, Inc. Stenos to record all proceedings.

Here are just 3 examples of how Manpower, Inc. has helped firms from coast to coast. In each case, these firms had no record keeping to do, no taxes or insurance to pay, no hiring, training, or screening of personnel.

They simply paid us low hourly rates for the actual hours our employees worked.

I think you could rightfully call Manpower, Inc. "An Office Service Supermarket" because any of our 116 branch offices stands ready to help you with any Temporary Help problem you may have.

Nice Being With You,

Elmer L. Winter

ELMER L. WINTER
President

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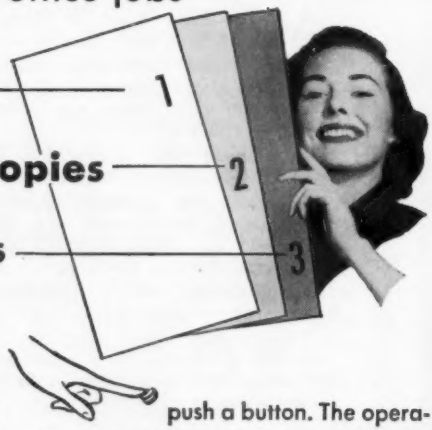

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For More Information Circle No. 244

NEW Books

***PRACTICAL OFFICE TIMESAVERS.** McGraw-Hill Book Co., 330 West 42nd St., New York 36, 279 pp., $5.*

Compiled by Arthur H. Gager from ideas submitted by members of the National Office Management Assn. and grouped under such headings as: gadgets, methods, forms, reports, supplies, orders, etc. This volume continues, without duplication, material presented in NOMA's earlier book, "Manual of Office Shortcuts."

***STEEL OFFICE FURNITURE COMPARATIVE LIST.** Stimpson Systems Co., 101 Pleasant St., Worcester 8, Mass., 75 pp., $7.50.*

Contains manufacturers' Zone 1 list prices as of Jan. 1957. Includes a brief description of each product, catalog number, sizes and available colors, and shipping weight. Zone 1 consists of 23 eastern states and the District of Columbia. Products include steel desks, tables, cabinets, files, bookcases, safes, etc., made by 23 manufacturers.

***THE LENGTHENED SHADOW OF ONE MAN** by William Bond Wheelwright & Sumner Kean. Lakeside Press, Chicago, 196 pp., privately printed.*

A chronicle of Crocker, Burbank & Co. from the days of its founder, Alvah Crocker (1801-1874), through 1956. It follows his career from his first job in a paper mill at the age of eight through his presidency of the Fitchburg Railroad and his election to Congress. With the

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For More Information Circle No. 315

succession of his son, Charles Thomas Crocker, credit was extended to Cyrus Curtis, and the success of the "Ladies Home Journal" and "Saturday Evening Post" brought great prosperity to the Crockers. Then came Alvah Crocker 2nd and, later, his brother C. T., and the latter's nephew, Douglas Crocker, who led the firm through catastrophe, recovery and development for the future.

***THE INSTITUTE OF HUMANISTIC STUDIES FOR EXECUTIVES** by Wilfred D. Gillen. Fund for Adult Education, Box 56 North Sta., White Plains, N. Y., 16 pp., Free.*

The president of the Bell Telephone Co. of Pennsylvania describes his company's educational program for its executives. Emphasis is on a liberal education to avoid bad effects of overspecialization and make the executive more creative, more capable of handling diverse situations, and better able to judge his own thinking.

***THE RANDALL LECTURES** by Clarence B. Randall. Fund for Adult Education, Box 56 North Sta., White Plains, N. Y., 44 pp., Free.*

The former chairman of the board of Inland Steel Co. discusses the liberal arts from the businessman's viewpoint.

***PROCEEDINGS OF 20th TIME & MOTION CLINIC.** Industrial Management Society, 35 E. Wacker Drive, Chicago 1, 112 pp., $5.*

Complete transcripts of talks on time study, motion economy, methods, work simplification, maintenance and job evaluation. Illustrated with charts and forms.

***SRA 1957 CATALOG.** Science Research Associates, 57 W. Grand Ave., Chicago 10, 32 pp., Free.*

Describes a variety of personnel tests including tests for clerical and office workers, with prices for testing materials.

AUTOMATION IN BUSINESS AND INDUSTRY *edited by Eugene M. Grabbe. John Wiley & Sons, 440 Fourth Ave., New York 16, 630 pp., $10.*

The lectures given by prominent engineers and scientists at an extension course of the University of California in Los Angeles in 1955 have made an interesting volume. In many instances, the authors have covered more material than was presented in their talks, and photographs and diagrams have added considerably to the work. Subjects include industrial, military and clerical systems to give the reader a panoramic view of the automation field.

FRONT OFFICE COURTESY PAYS. *Small Business Administration, Lafayette Bldg., Washington, D. C., Leaflet, Free.*

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presses with 3M Brand Photo Offset Plates.
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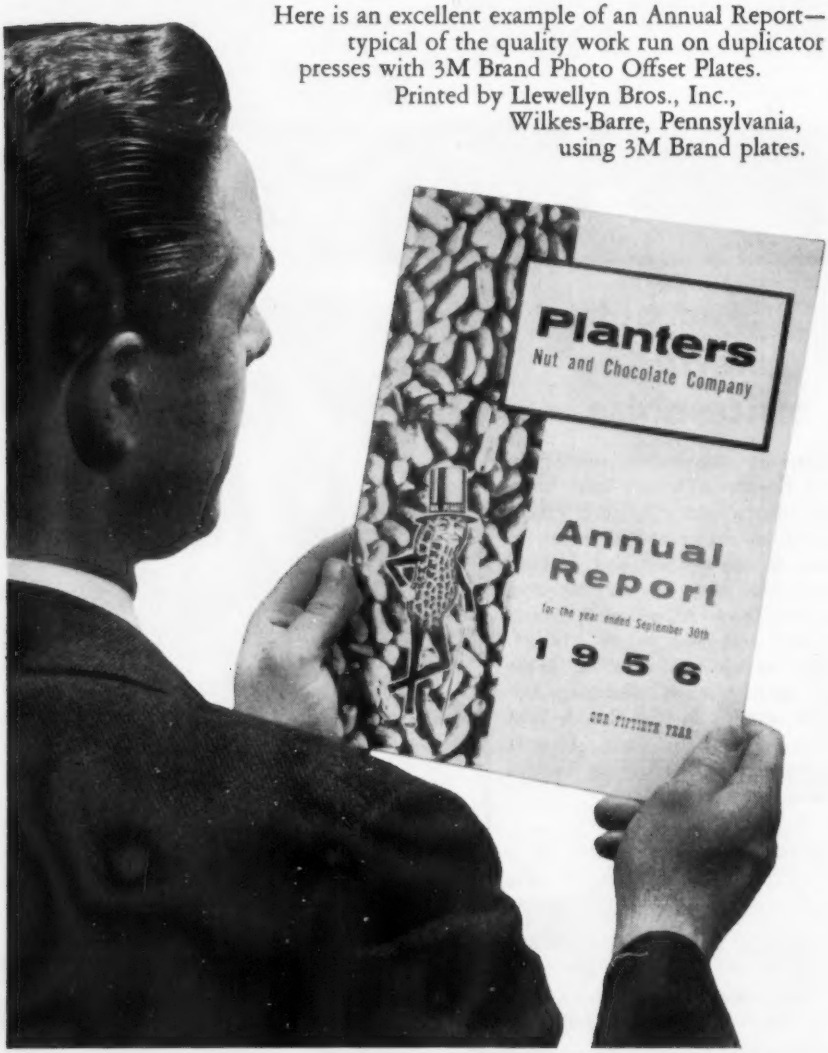

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For More Information Circle No. 295

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And for steady, continual operation the big **MODEL "C" BATES ELECTRIC STAPLER.** "Shoots" 5000 Staples electrically. Fastens up to 30 sheets. Single or double stapler heads.

six outstanding features:

completely automatic—operates at touch of the paper. The hand doesn't have to touch the machine.

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for expensive office equipment

At work or on the move, Consolett's steadiness protects valuable office machines, particularly electric typewriters and computers.

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Goes on Light Green . . . prints BLACK—like magic!

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- **NO CHANGE NECESSARY** in present equipment
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- **PRINTS CLEAR, SHARP COPIES**—will not offset, blur or fade
- **WILL NEVER HARDEN CLOTH PAD or Clog Drum**

HERE IS THE MODERN chemical "miracle" that is *revolutionizing* the entire office duplicating field! Amazing DIAGRAPHY Compound is clean, creamy, colorless (like-a-hand-lotion) fluid. *Will not soil or stain* hands or clothing—yet it prints sharp, clear, *black* copies. Works perfectly in *any* standard mimeograph duplicator.

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no. 4 in a series on low cost microfilming procedures

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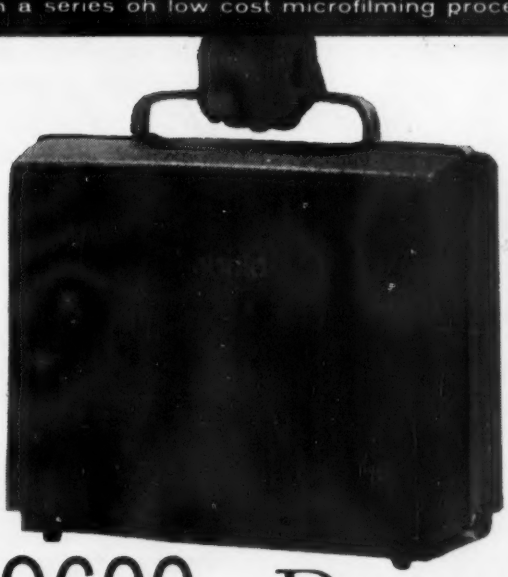

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ONLY TRULY PORTABLE CAMERA!
Folds up and closes like a portable typewriter! Weighs approximately 20 pounds.

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  Saves time and labor by copying records to be forwarded (check registers, order registers, etc.) at high speed and with no chance of transcription error!
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  Easily carried to the documents saving valuable time and money!
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  Microfilmed records save 99% of valuable floor space!
- ***PLUS HUNDREDS OF TIME AND MONEY SAVING APPLICATIONS!***

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Auto-typist eliminates routine typing and dictation . . . by automation

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Salutations are manually typed, then, by merely pushing the numbered button or buttons that correspond to the letter or paragraphs desired, Auto-typist automatically picks out the letter, or assembles the paragraphs in proper order, and types it *perfectly!* Manual insertions can also be made at any point desired.

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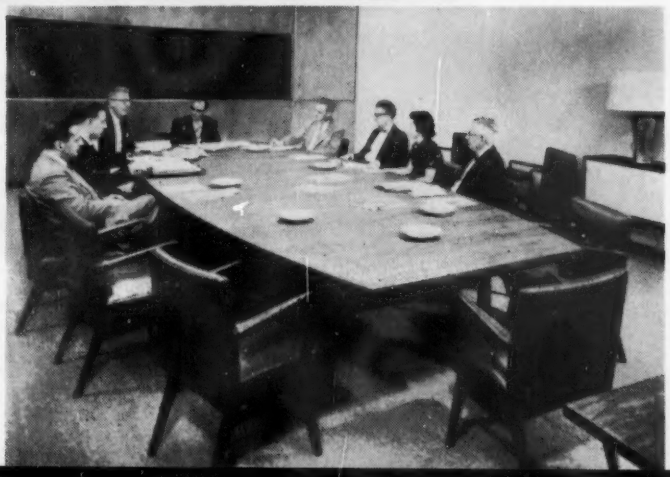
For More Information Circle No. 181

CAMERA!

Frank W. Springsteen (left), engineer in New York State's Department of Public Works, received a suggestion award check for $2000 from Gov. Averell Harriman. Mr. Springsteen's suggestion, which saves the State $100,000 yearly, was to use Haloid Xerox copying equipment to prepare offset masters of highway drawings and specifications.

The Gestetner Duplicator which printed the D-Day order on June 6, 1944, was presented by Ralph N. Barnett (center) of Gestetner Corp. to Paul H. Royer (left) of the Eisenhower Museum where it now produces souvenir copies of the order for visitors. J. Cohen (right) is Gestetner's Kansas City distributor.

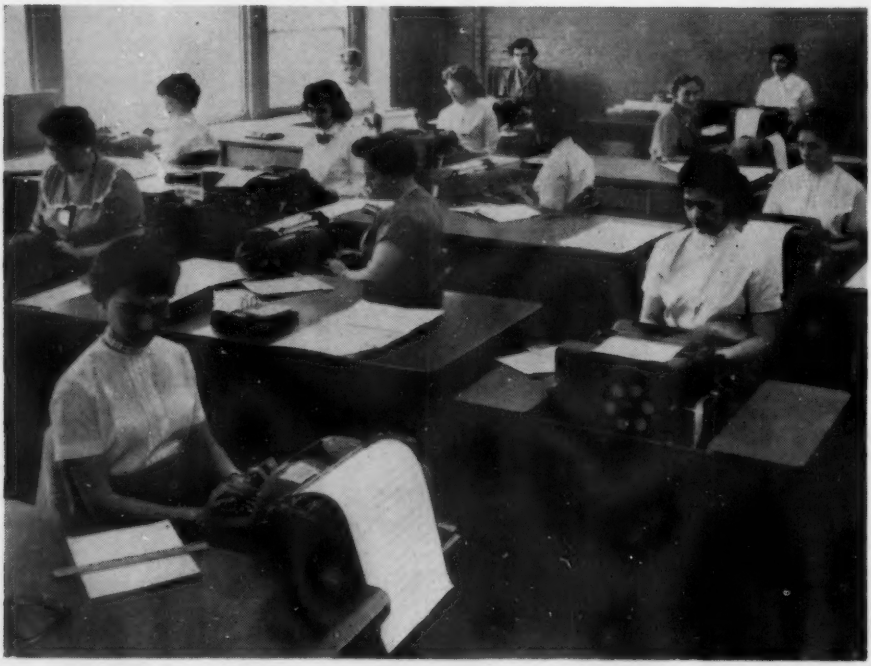


A Dynel carpet in the conference room of the Parma, Ohio, laboratories of National Carbon Co., Div. of Union Carbide & Carbon Corp. Dynel carpets, made by C. H. Masland & Sons and Alexander Smith, Inc., resist soil, stains, moths, carpet beetles, burns and chemical damage.

Office Typesetting Saves Money

Bell Aircraft Corp., Buffalo, N. Y., had previously bought type composition outside for use in their internal printing department. To save money, they installed Friden Justowriter automatic tape operated composing machines which, they estimate, produce justified copy at 30% of the cost of typesetting.

One galley containing approximately 90 lines of nine words each, takes about 20 minutes to type on the Justowriter Recorder. The Justowriter Reproducer automatically types the reproduction copy in half that time. Figuring two galleys to a page at $1.50 per galley, total page cost is $3 compared to the $10 a page average outside cost for typesetting.



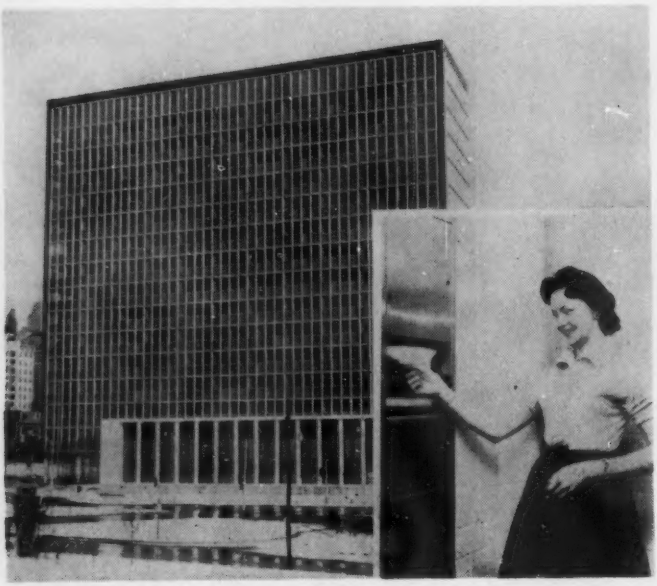
Composing room of Bell Aircraft Corp., Buffalo, N. Y., which uses seven Justowriter Recorders and three Reproducers to prepare direct image offset plates and copy for photo reproduction.

Justowriter operator at Bell Aircraft Corp. typing copy on a Recorder which produces a punched paper tape to actuate a Reproducer. The latter machine will write justified lines on paper offset plates, or sheet stock for reproduction.

At the end of each line, the Recorder typist pushes a justification code key which punches the code in the tape.

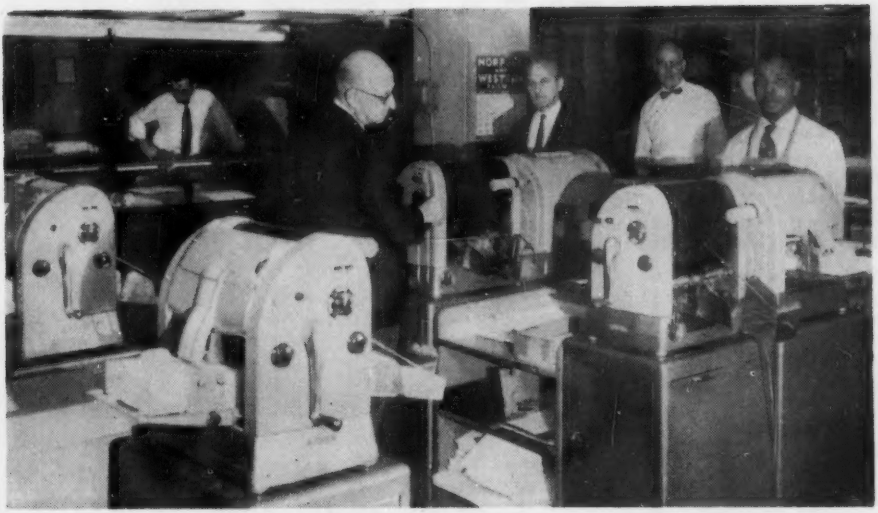
Here the punched tape in the Justowriter Reproducer furnishes the justified copy. Justowriter machines are manufactured by Commercial Controls Corp., subsidiary of Friden Calculating Machine Co.

Data reduction equipment converting analog data from oscillograph records into digital data in tabular typewritten and punched card form at Datics Corp., 6000 Camp Bowie Blvd., Fort Worth, Texas, a completely integrated independent data reduction and computing firm. Their equipment includes a magnetic drum electronic computer.



At the new Pennsylvania State Office Building in Pittsburgh, recessed paper towel cabinets were installed in all employee lounges and washrooms. Designed by Scott Paper Co., the stainless steel units are durable, attractive and efficient in operation. They are supplied with Scott's UHA Towels. A removable receptacle is provided in each cabinet for disposal of used towels.

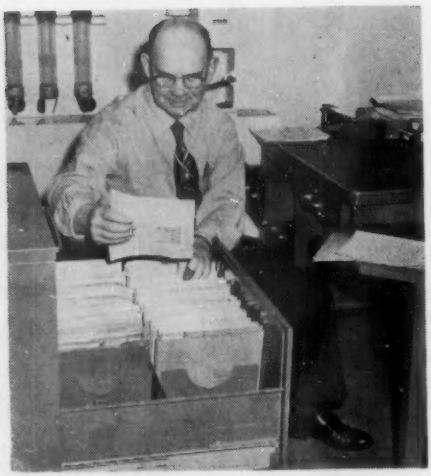
Oxford Pendaflex Middle Digit Filing is used by Grumman Aircraft Engineering Corp., Bethpage, N. Y. Installed by D. Waldner Co., Mineola, N. Y., for 220,000 purchase order files, this is the first installation of Oxford's new Pendaflex purchase order system for prime government contractors.



Rex-Rotary D280 Duplicators in the offices of the Traffic Executive Assn. of Eastern Railroads, New York, which uses nine of these machines.

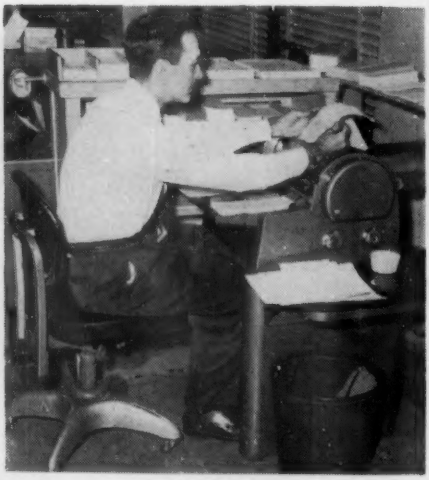
19 Writings Reduced to 1

Nineteen separate writings were reduced to one, and rush order processing reduced from two days to 30 minutes at Baker Oil Tools, Inc., Los Angeles. Orders cover from five to 100 items (average 20) for use in oil fields which operate around the clock seven days a week.

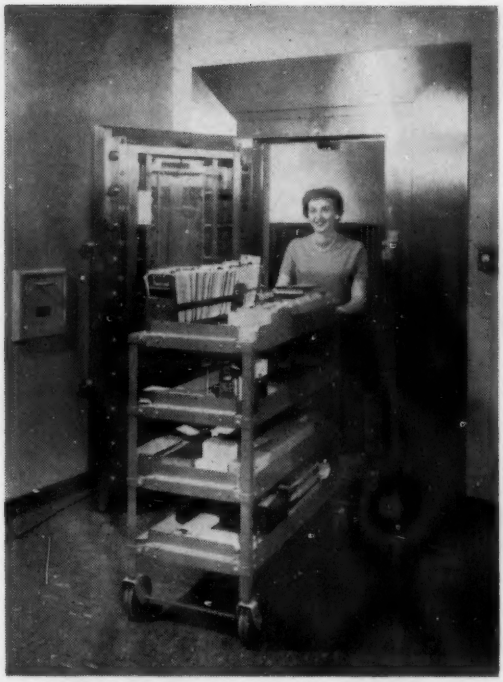


The first step in processing a parts order is to pull a standard material master from the file. Two files of Ditto Direct Process masters hold standard material and standard operation lists for the 6,000 parts manufactured. One master can be re-used 300 and more times.

To apply the standard master to a particular order, a variable heading master is prepared and checked. The variable includes work order number, quantity, date issued, date due, stock section or destination, size, weight, thread, product number, part number, description, drawing number, and serial number.



The finished variable is combined with the standard master on a Ditto Duplicator which turns out the necessary forms: identification tickets, warehouse tickets, charge-in tickets, material card, cost card and requisition.



Vault truck manufactured by Toledo Metal Furniture Co. and installed by Ericksens, Inc. of Toledo, in the Rossford Savings Bank, Rossford, Ohio.

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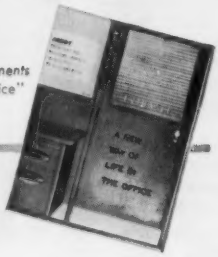

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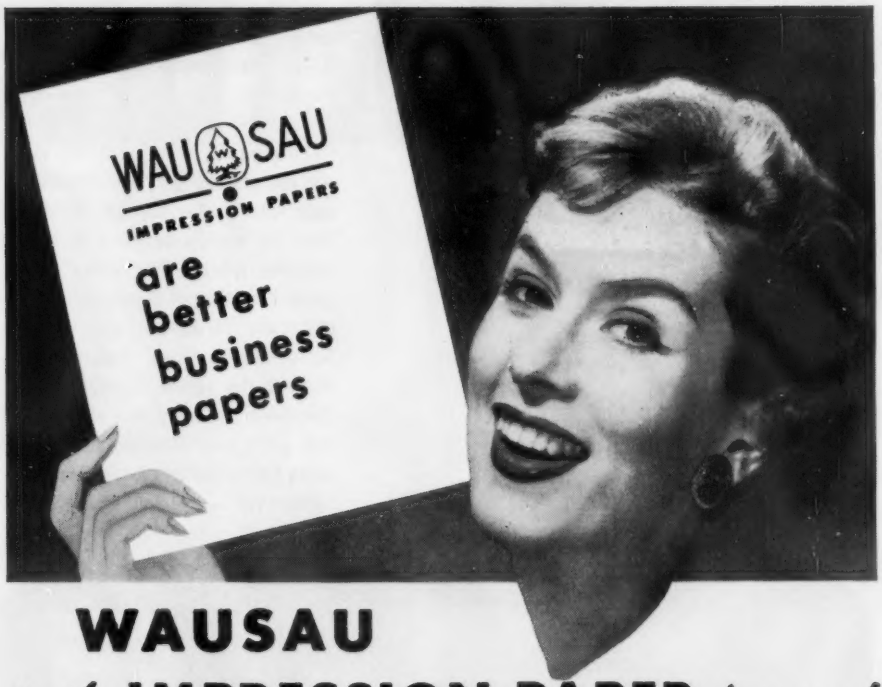

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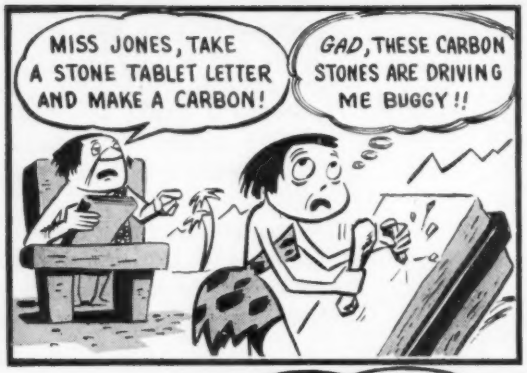

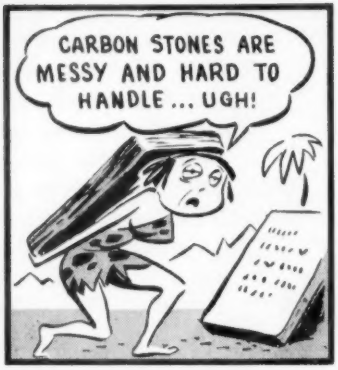

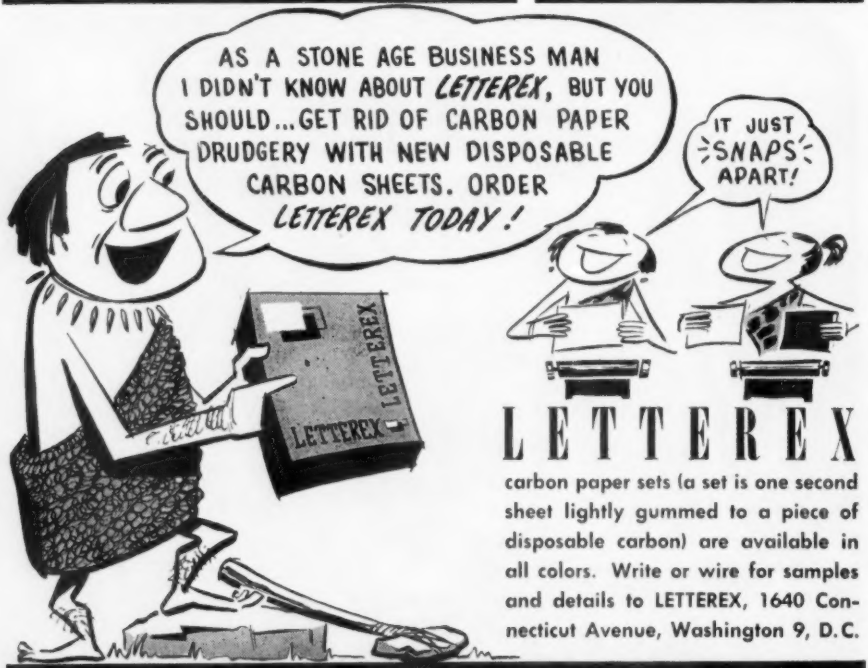

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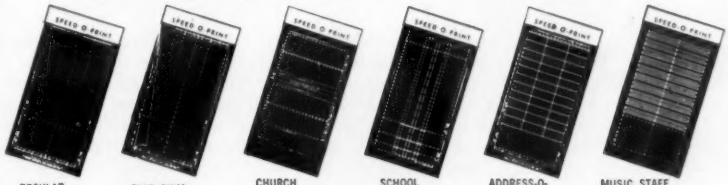

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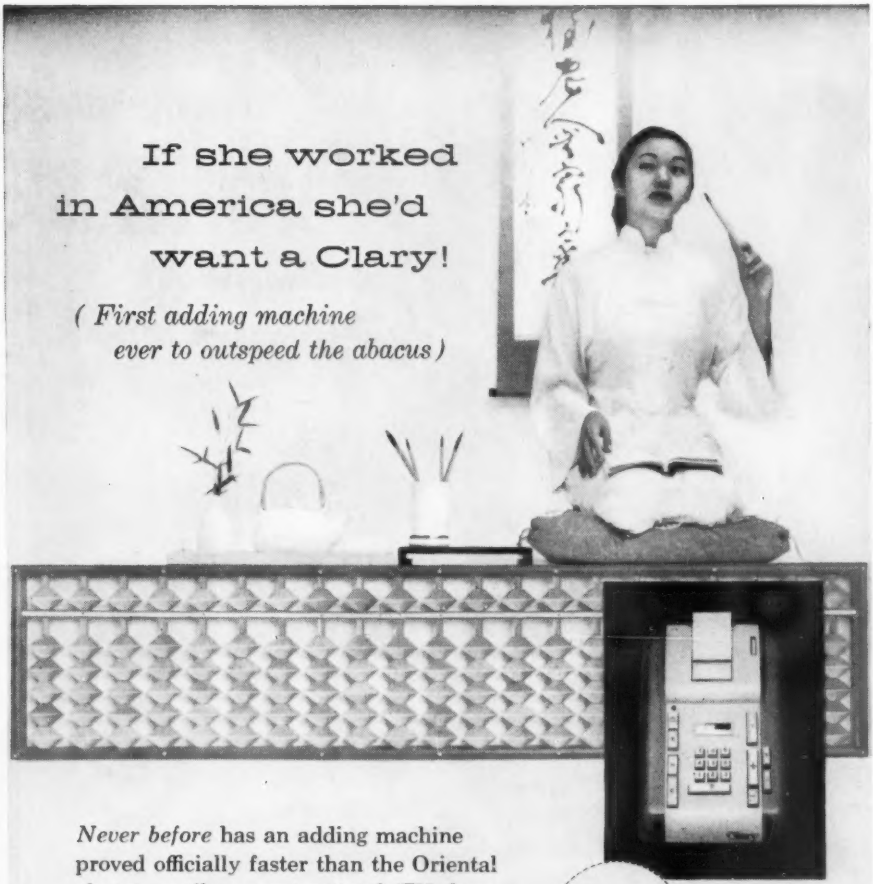

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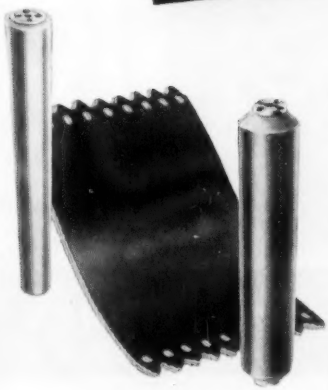

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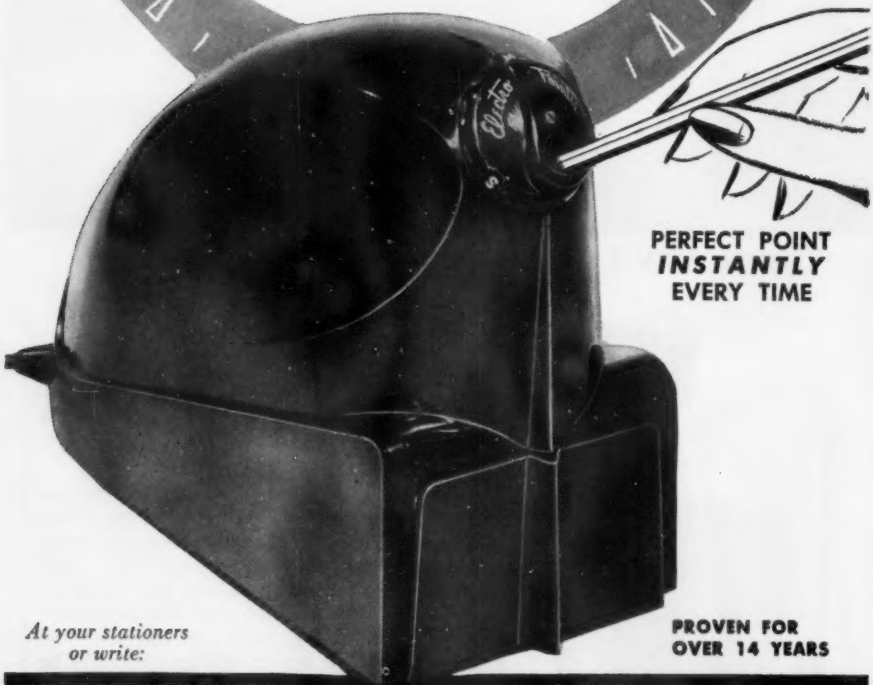

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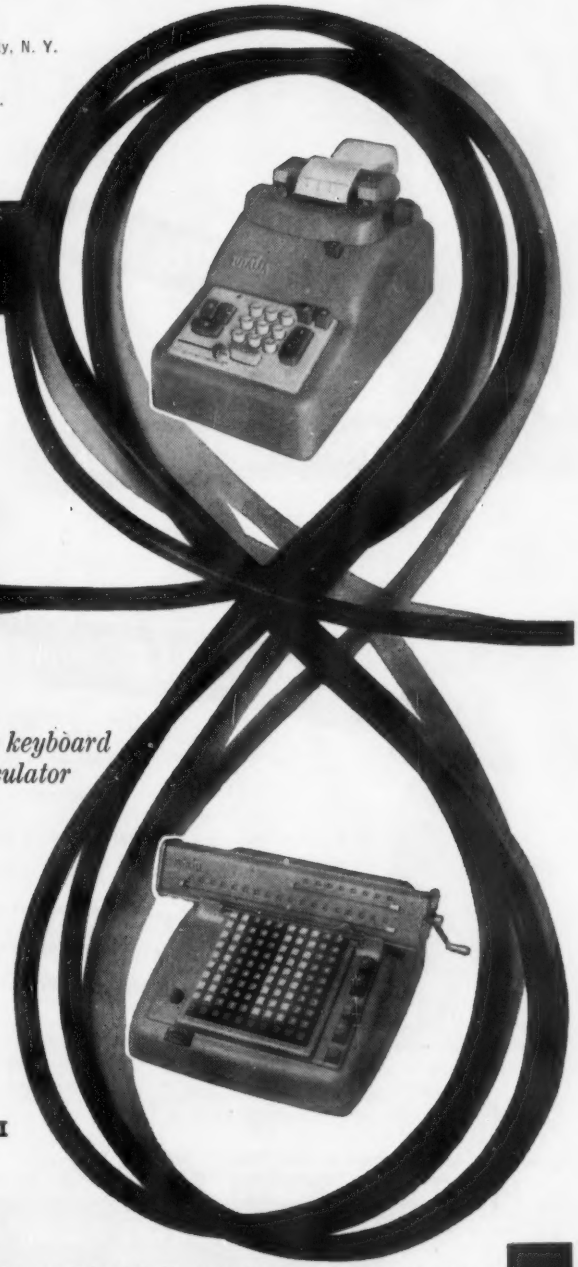

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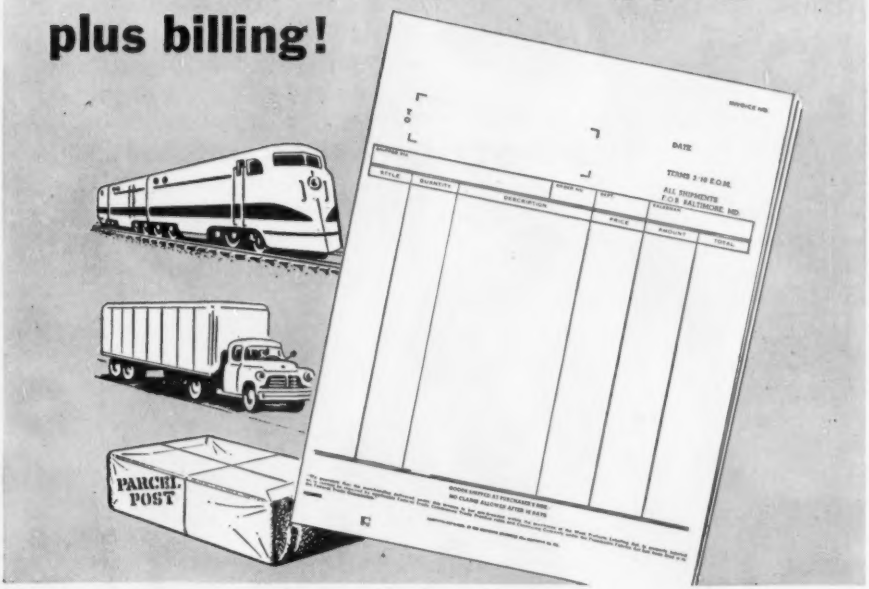

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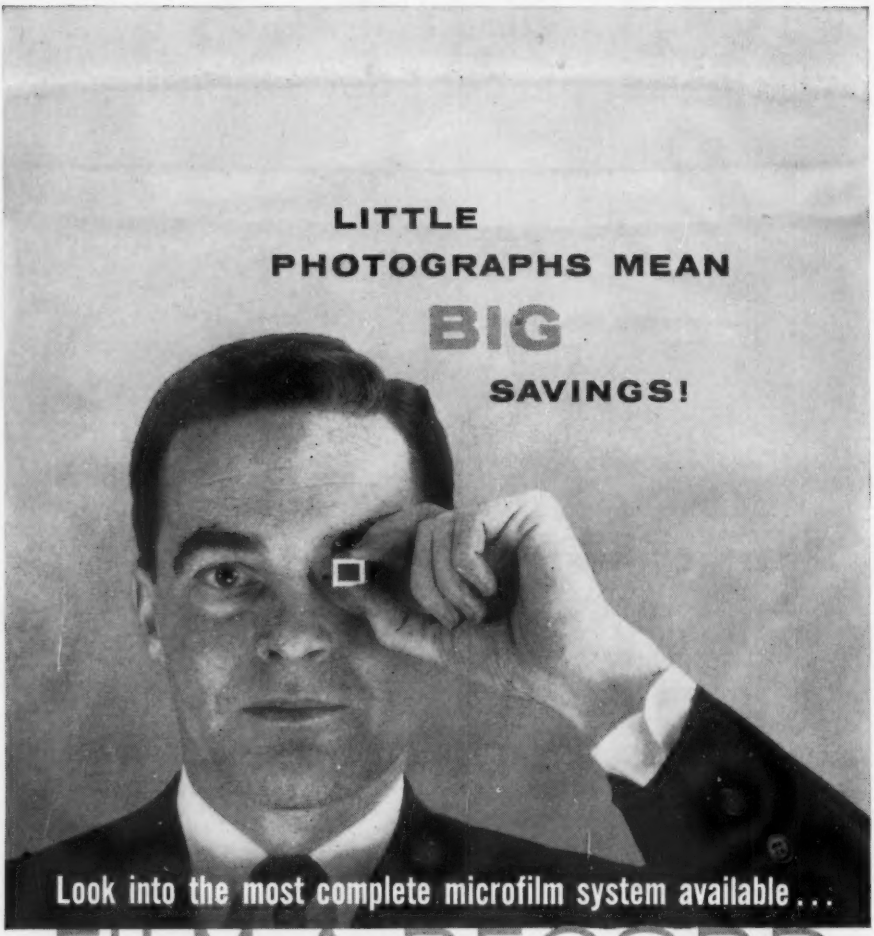

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For More Information Circle No. 188

The Evolution of a FORM

EUGENE D. HOMER
Senior Systems Analyst, Emerson Radio & Phonograph Corp., Jersey City, N. J.

THE STORY of the design of a new material requisition form, for use in our Jersey City plant, illustrates vividly one of the more frustrating aspects of a systems man's job: how the solution to one problem creates another problem, the solution to which creates still another problem, *ad paranoia.*

Our story starts in the stock records office, where perpetual inventory records are kept on all the thousands of parts that go into modern television, radio and hi-fi equipment. Because of the large number of stocked items and the volume of the daily transactions necessary to keep nine assembly lines going, a number of stock card posting clerks are employed, each with her own assigned block of parts numbers.

The material requisition form had been originally designed for listing up to seven different parts. However, when the parts issued fell into different blocks of parts numbers, the single posting copy had to be passed from poster to poster until all items were entered. Delays of up to four days were logged from the time of issuing the material to the time of posting the last item. Further delays in posting were caused by the fact that the items were listed by the requisitioner in more or less random order, so that pre-arranging all posting documents in numerical order became impractical, and material requisitions had to be posted in a separate run through the stock cards with much jumping from one file tub to another.

The lag in record keeping was seriously hampering the reconciliation of stock card balances to cycle inventory counts, and was reducing the value of the material status information which the stock records office was expected to furnish. In desperation, the stock records office supervisor insisted that all material requisitions, presented for issue of parts, carry only one item. No other forms would be accepted by the various stock rooms.

Of course, this measure resulted almost immediately in an increased posting productivity and in a steady reduction of the posting backlog. Now all posting documents — material requisitions, receiving reports, credit requisitions, material inspection reports, weekly line release authorizations, etc.—could be integrated, sorted by part number and posted in one sequential run through the stock cards. Now, too, when a poster was finished with a requisition, it was ready for filing. It did not have to be screened for routing to another poster. The documents furnished each poster were current and, if errors were spotted in lot numbers or quantities issued, the discrepancy could be immediately checked, sometimes before the material had left the stock areas.

So this was Solution No. 1 to Problem No. 1, and it gave rise to Problem No. 2 as fast as it eased Problem No. 1:

Material requisitions are initiated by foremen, assistant foremen, stock chas-

ers and other harried individuals who were @$%&# sure that no young pencil-pusher of a stock records office supervisor was going to make them take the time to write all the required heading information on seven material requisition forms instead of on one. Of course, they'd do it today, because they needed the parts, but, "He hasn't heard the last of this." Simultaneously, the usage of the materials requisition forms shot up astronomically and, suddenly, they were almost out of stock. A rush order at overtime rates had to be placed for more forms.

It was at this stage that our systems and procedures department was called into the picture. A quick survey yielded what seemed to be an obvious answer: design a material requisition carbon-interleaved form that would permit the listing of more than one item and would provide a separate posting copy for each item. A study of old requisitions indicated that provision for three items would satisfy about 90% of the requests. Three posting copies plus one copy which would accompany the material when it was issued and one copy which would double as a pending copy and as a notification to material control of non-scheduled usage of material, brought the snap-out set to five parts—not too many for legible manifolding when handwritten with ballpoint pens. Each of the posting copies would have all but one item blocked out, so as to insure the proper routing and posting of each part.

So Problem No. 2 was solved by Solution No. 2—for at least a half-hour.

The stock records office supervisor heaped glowing praise upon an entirely

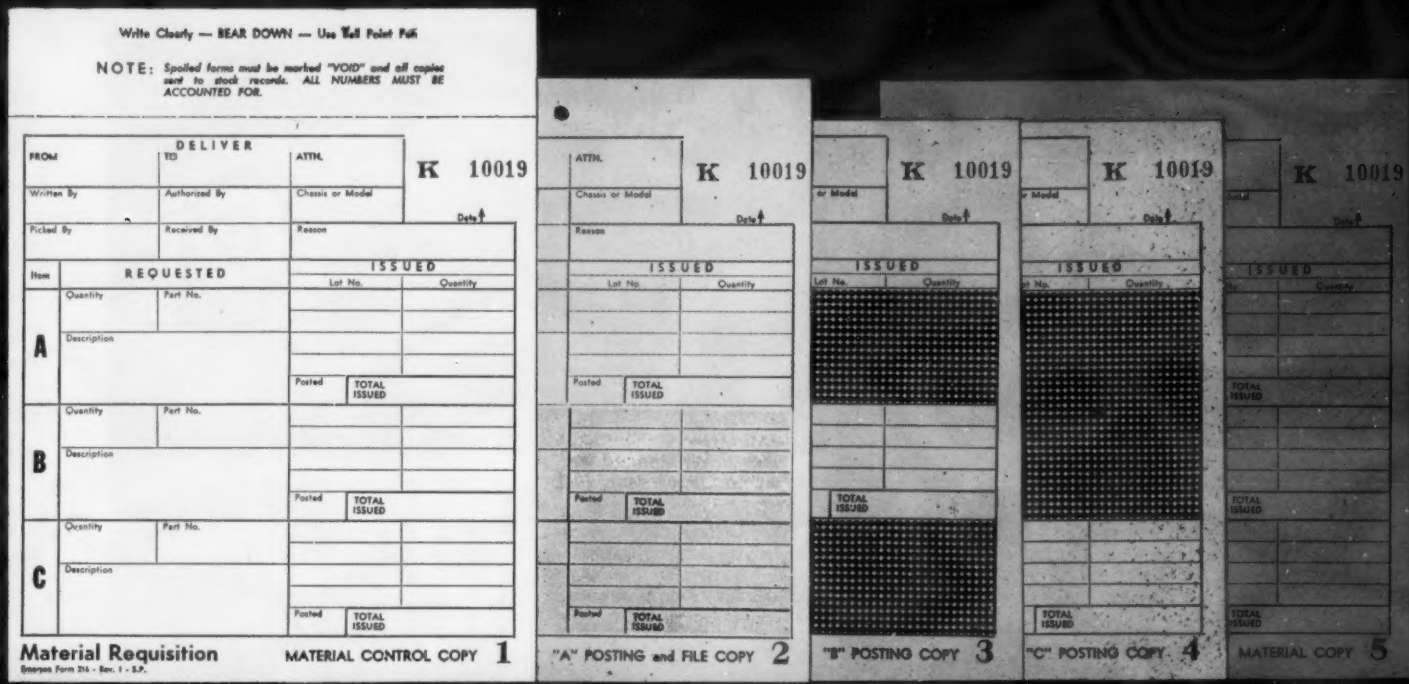
Sorting requisitions begins as Rose Donato jogs the forms into position. Watching her are David Kortick (left), stock records supervisor, and the author.

At left: A sorting needle is inserted through the holes exposed in the higher margins of the file copies.

Below: A few shakes of the needle separates the copies which are to be filed.

receptive systems analyst. The proposed form, he implied, was a pure and shining example of Yankee ingenuity (we really didn't get a chance to tell him that we had seen it in use elsewhere) and our employment was a credit to Emerson's personnel department and the systems and procedures department manager, BUT, (as a fellow systems man, do you, too, wince when someone says "but" in capital letters?), BUT, had we considered his filing problem?

The posting copies of material requisitions were being filed by requisition number in the stock records office for approximately two years. They accounted for a sizeable portion of the available filing space. Now, they would have not one, but three, posting copies to file for each requisition issued. More filing equipment and space to put it would be needed, and another file clerk might have to be hired. File reference time would be increased, since first the



Emerson's new material requisition form. Note the extra height of the filing copy and the hole for sorting. The extra height of the material copy allows it to be fastened to cartons with Scotch tape. The actual forms are 6" wide. Copy 1 is white; copy 2, pink; copies 3-4, cherry; copy 5, green.

desired requisition number would have to be located and then three identically numbered requisitions would have to be scanned for the desired part number. Of course, concluded the stock records office supervisor, the form was a good idea, and he would approve it, BUT, could we help him process requests for additional equipment and personnel?

The solution to Problem No. 3 out of Problem No. 2 by Solution No. 2 was not too difficult. We substituted for the blockout on the first posting copy, a screened (Ben Day) overprint. This allowed all three items to be legible on this one copy, but still warned the poster to disregard items B and C and to post only item A. The other two posting copies could then be thrown out. All that would be lost was the poster's initials, indicating that the item was entered. Since there was an audit following the posting, and prior to the disposal, of all posting documents, we felt that it was extremely unlikely that the presence or absence of the poster's initials on a particular document would ever be of concern at a later date. Should it become imperative to find out who made a particular entry, the supervisor's log of who worked on which block of parts numbers on any one day could be referred to.

Solution No. 3 was accepted by management, and the systems analyst was ready to stamp "Case Closed" on the whole thing when, in reviewing his proposal, he BUTted himself into Problem No. 4.

Following the posting operation, posted cards and posting documents were audited. The various posting documents were sorted into types (*i.e.,* receiving reports, material requisitions, etc.) and control totals for each batch of documents were obtained and compared with control totals obtained from the entries on the cards. Now it would be necessary to perform an additional sorting operation following the audit. The batch of material requisitions would have to be separated into those to be filed and those to be thrown out. While this new operation could be speeded up, perhaps, by printing the copy to be filed on a different color paper, the added work would still be significant because of the large volume of requisitions handled each day.

Problem No. 4 was solved by a revision of the form. The position of the snap-out perforations was varied from one part to the next, so that the posting copy to be filed was ½-inch longer than the other posting copies after the set was snapped apart. Through this extra ½-inch margin, a small hole was drilled. The operation of sorting out copies to be filed could now be done mechanically. Following the audit operation, the control clerk jogs all the requisitions so that the extra margin of the longer copies protrudes from the top of the batch. This exposes the hole drilled in the copies to be filed. A sorting needle is then inserted through the holes, and the clerk shakes the entire batch of forms over a wastebasket. Those copies which are to be filed remain suspended on the needle; the rest drop neatly into the basket.

Fortunately, Solution No. 4 ended the matter. The proposed form was dummied up, found satisfactory, printed and is currently being used, as shown in the photographs on pages 74, 75.

While this is directed to WOMEN ONLY, many men will read it with interest.

How the Business Woman Can Increase Her Compatability With Her Superiors

By **IRVING SHERMAN**

A GROUP of business teachers, interested in learning what errors youngsters starting on their first jobs should be warned about, wrote to several thousand employers. They asked the employers to look up the last three persons who had been fired and report why they were let go. The teachers prepared themselves for a long list of reasons. To their astonishment they were informed that more than two-thirds of the persons who had been fired had been terminated for a single reason. This reason was the same for every sort of business and for workers of all ages and for both sexes: *The terminated couldn't get along with other people, particularly with superiors.*

Prof. Robert Risely of the New York State School of Industrial and Labor Relations, speaking before the National Assn. of Secretaries at an annual convention, called attention to the dreadful rate of terminations, especially among women, due to failure to get along with a boss. One woman, related the professor, chalked up eight jobs in a relatively short period. Each time she charged that her boss was at fault. There were cases of other women who registered almost as many job changes and for the same reason.

"Something is radically wrong with the way many women regard employment or with the way women adjust to superiors with varying personality make-ups," the professor concluded.

"We find", related the personnel director of a large radio and television manufacturer, "that the average girl thinks in terms of whether a superior will be (1) an eligible male; (2) good-looking or otherwise; (3) easy on working conditions. Few think of making

adjustments to a job or to the people with whom they will work."

The president of a large drug company is on record with a statement that the company's junior executives complain frequently about female subordinates. Young girls, especially, are named as offending on several counts. They are said to regard most male executives as fair game and will often compromise them.

"The girls act," the president charged, "as if their mere presence in a business office conferred a favor upon the men. Some girls play up to superiors and embarrass them. They will take advantage in multiplication of coffee breaks or extension of them. When work has to be gotten out in a hurry, they will plead headaches, fatigue, weaknesses, playing on the sympathy of the men. Reminded that they are being paid and work is work, they will flare up and are not above telling a superior where to get off."

Usually reactions of subordinates to superiors are characterized by extremes. At one end is the woman who believes flattery is the way to handle a boss; at the other, is the woman who believes that by keeping her distance, by making herself scarce, the boss will thereby be handled.

These extremes may work in some instances, but superiors come in as many different shades as do subordinates. Conduct and action must take into account the type of individual in command. To miscalculate may prove very distressing, if not fatal, so far as a particular job is concerned.

Chandler Hunt, following a survey of 80,000 clerical workers in 76 companies reported that lack of skill accounted for only 24% of the terminations in these companies. Personality failings, inability to get along with fellow employees and with superiors, cut down the remaining 76%.

Ola C. Cool, veteran management counsellor and director of the Labor Relations Institute, has underlined the requisite bill of fare: "The most important asset for a business career is not skill. It is social intelligence; getting along with people."

Three main attitudes or reactions of women towards superiors are:

1. They are neutral about superiors; can take them or leave them.

2. They detest their female superiors but cannot escape them.

3. The superior is a male, eligible or otherwise, on whom they have a crush but cannot have him.

In each instance the attitude is defective. It builds up to unhappiness in jobs. We must learn that, in business, subordinate-superior relations are keyed not to motives of social significance but to those of a profit economy. A superior, whether an employer-owner or a representative of one, is a force in being, an authority, a spokesman for and a guardian of, investment. He or she has not been contrived for the purpose of social dalliance. Their connection with subordinates, whether hot or cold, is essentially along accounting terms. Every subordinate must absorb this fundamental fact of relationship and adjust herself accordingly.

It must be admitted that this matter of handling superiors is far from easy. It must be modified according to the sex, disposition and fundamental make-

A BUSINESS WOMAN'S GUIDE FOR DEALING WITH HER SUPERIORS

TYPE	CHARACTERISTICS	TREATMENT
UNMARRIED MALES		
All-Business	Laconic. Amiable but detached.	Treat with reserve. Execute thoroughly.
Woman Hater	Seldom smiles. Employs sarcasm. Sets up tough jobs. Tends to minimize sex. Very inhibited.	Avoid arraigning in any way. Do work without complaint. Treat with deference.
Rover	Very affable; full of wise cracks. Has wandering hands and eyes. Suggests dates.	Limit contacts. Hint of interest in other men. Pin down if sincere. Keep at a distance.
UNMARRIED FEMALES		
All-Business	Same as given.	Same as given.
Perfectionist	Never satisfied. Stickler for details. Always finds reasons for criticizing. Conscious of rank.	Do not engage in controversy. Satisfy in all details. Keep courtesy foremost. Correct if unreasonable.
Kill-Joy	Usually mature woman with frustrated sex life. Dislikes leeway in employee relations. Will allow few liberties.	Execute thoroughly. Do not provoke. Limit contacts.
Big Sister	Frustrated mother type. On lookout for lost sheep. Will interfere with personal life if allowed. Rather lax as supervisor.	Keep distance behind a front of courtesy and politeness. Don't furnish with too many personal details. Stick to job.
Inferiority Complex	Delays deciding anything. Offends easily. Suspects people are against her. Will flare up without apparent cause.	Do not oppose strongly. Assure of cooperation. Limit contacts.
MARRIED MALES		
All-Business	Same as given.	Same as given.
Smoothie	Very suave, easy going. Very assuring on surface. May seem to be concealing true motives and feelings.	Do not take manner for granted. Avoid over indulging. Stick to job. Limit contacts.

TYPE	CHARACTERISTICS	TREATMENT
Big Shot	Carries self with an air. Amiable, but aloof and contained. Seems to direct destiny of big empire and nothing picayune.	Treat with deference. Do not be too much impressed, but do job thoroughly.
Predatory	Hard glint about him. Likes to use hands a lot. May have work after hours. Suggests dates, possibility of sharing business trips together.	Do not encourage in any way. Make attitude plain. If cannot control, seek another job.
Blow-Up	May be suffering from physical or mental ailment. Unhappy home life. Stages scenes and often blows up for no apparent cause.	Execute thoroughly. Keep voice low in contacts. Do not oppose strongly. Don't allow unreasonable attacks. Insist on mutual consideration. Fortify stand by constant proficiency.
MARRIED FEMALES		
All-Business	Same as given.	Same as given.
Martinet	Usually middle-aged woman who has worked hard before and after marriage. Can't see why others should have it easy. Constantly on top of people to get work done.	Do not engage in controversy. Execute thoroughly. Maintain courtesy.
Lofty Soul	Gifted person who dislikes details. Not snobbish but above daily grind. Will involve subordinates by failing to delegate properly or forgetting points.	Be courteous but pin down. Always stick to business at hand. Do not get caught up in superior's soaring.
DIVORCED MALES		
All-Business	Same as given	Same as given.
Sourpuss	Gruff, unhappy in all relations. Likes to cast aspersions or minimize subordinates.	Do not provoke. Keep in line with reminder of rights. Try smiles to warm up. Execute thoroughly.
Woman Hater	Same as given.	Same as given.
Predatory	Same as given.	Same as given.

(The Guide is continued on page 63)

up of superiors. True, superiors are trained; they are duty-bound to adjust to and handle their varying subordinates. But let us not forget that everybody is human. It may well be that, in a given instance, an entire future may depend on how well the subordinate rather, than the superior, yields to necessity.

To guide women, dominant types of male and female superiors have been charted together with characteristics and treatments (see page 80). The guide may be found instructive and helpful from time to time. Of course, this is far from a complete list. Many superiors have characteristics that overlap. In some cases superiors will prove beguiling on some points and contrary on others. But, in the main, most women will find that most superiors fall into grooves as outlined.

When it comes to handling males of varying stripes, the average woman employee is likely to regard the assignment as rather familiar territory. She will not be too worried. But even familiar territory often proves deceptive. The predatory male boss, the blow-up, die-hard and sourpuss may appear only as more men to be handled. The actual relationship will not prove as simple as all that. Assuming that a woman will be able to handle these types, how well can she do it? Merely to achieve continuance in employment on a livable plane, with one troublesome male boss or another, should not be enough for the woman who is interested in advancing in her job and receiving greater rewards from the business world.

As one successful woman has said: "It is still a man's world and for a woman to be just good enough or as good as a man, is not enough. It will require far more than this to get to the top and stay there."

Handling any superior is not achieved in one fell swoop. It consists of several progressive steps:

1. Learn the make-up and background of the superior.
2. Determine the authority of the superior.
3. Cooperate fully with the superior.
4. Determine the exact nature of any offense or failure in relationship with a superior.
5. Estimate words or acts that will best correct and maximize relationship with the superior.

The first step is important because overtures or approaches of the superior who is a rover should be distinguished from the approaches of the superior who is a friend. Similarly for the superior who is all-business distinguished from the die-hard or the big executive. The blow-up, the martinet and the inferiority complex superiors are countered or responded to by approaches tailored to their measure, not a ready-made product that hits or misses.

The big executive wants kudos and hurrahs. The blow-up, pushed by internal stress, often doesn't know what he wants and must be met with circumspection. The martinet, probably trying to impress a higher authority or maybe not knowing any better, proceeds on the naive assumption that severity connotes mastery. The inferiority complex executive, bedevilled by unresolved conflicts, sees "more devils than all hell can hold" and will impale innocents, as well as the guilty, with equal alacrity.

Miscalculating the type of supe-

rior with whom we are dealing, or remaining inflexible in approach to varying superiors, may sidetrack if not capsize us completely in our quest for a business career.

To determine the authority of a superior is usually not a problem in small organizations. Where there's a single employer or a manager; that's it. In a big organization (many large corporations average a superior for every fifth subordinate), superiors of all degrees will be all over the place. The fact that one is answerable to a certain superior and one sees only this superior, does not rule out that many more can delegate us. The superior with whom we are in contact may have slight or limited authority. It is important to learn this exact limit in the event a subordinate feels that a superior exceeds his authority or in the event the subordinate feels the superior is perpetrating injustices which require correction by superseding authority.

Perhaps the most important step of subordinate-superior relationship is the third. Half the failings between a subordinate and a superior would not occur if the subordinate determined to fully cooperate with the superior. It is human for the subordinate to drag a little in performance as it is for the superior to push harder than might be necessary in order that at least average or median work might be produced. But when a subordinate shows by acts as well as words that she is cooperating, only the most perverse or unregenerate executive would deprecate the efforts or show no concrete appreciation.

"I don't mind goofing off now and then," one executive said in explaining disciplinary action against subordinates. "In fact, I do it myself. But what gripes me is this measuring out of effort and cooperation as if we had no right or didn't pay for anything else. This is not goofing off; this is being dishonest and will not be tolerated."

Assuming that a superior is deemed unworthy or a cad and tyrant, our contract still stands. Duty is to the larger whole which includes self-interest and does not stop at the agreeableness or disagreeableness of one in command. We are bound by common decency, as well as legally, to maximum performance.

"It seems to me," an executive of a large company expressed his view concerning employee attitudes, "many employees, especially young people, have an idea that an executive should be perfect and never make a mistake. If he does, they want him to suffer and be martyrized until his dying day. I suppose this is compensation; but many executives need as much consideration and understanding as subordinates. An employee wouldn't want to be hounded or fired just because he slipped up once or twice. Why demand severer treatment for an executive? The responsibility is greater, it is true; but all efforts are within a framework of everyday trying. It should not have acute, penalizing features read into the equation at every step."

The last two steps in handling superiors may not be universally required. However, where they would seem to be in order, workers might ask themselves the following questions:

Did I do anything to provoke certain acts or words or was it entirely unprovoked? Is this conduct habitual, infre-

quent, rare? Will I lose more than I'll gain by seeking remedy? If so, how much loss? Is the entire job worth the effort to correct?

A word about women with crushes on superiors. The number of these employees, at any given time, may be assumed to be fairly large. It is natural for a woman to admire ascendancy; to be impressed with position and power, if only of a minor degree. Young girls, without much business experience, are particularly susceptible on this count.

In most cases, crushes taper off. Once in a blue moon, matrimony, as between subordinate-superior contacts, does result. Where it doesn't or can't taper off, and there's absolutely no chance for realization of hopes, the best advice to give a woman is to sublimate the crush. How? By channeling the effort into work for the boss; convert the effervescence into tangibles in this world of dollar and cents.

Debase the motive? Muddy the waters? Not at all. Expert, scientific advice is behind it. "The love of a person does not imply the possession of this person," Dr. Harry A. Overstreet bids women be practical in crushes on bosses. "It means granting him gladly the full right to his unique humanhood. One does not truly love yet seek to enslave by bonds of dependence of all his human powers."

Dr. Erich Fromm, endorses this view. "To love a person," Dr. Fromm observed, "implies caring and feeling responsible for his life. To persevere for the full growth and development of all his human powers."

Pal bosses, the smoothie and friend boss, often represent a variety of deceptive fish. It isn't that these superiors are necessarily ulterior or mean to be; the average woman is likely to think that their attitudes underwrite security which may be regretted on several counts. Actually a boss remains a boss, whether a monster or a saint. Work performance and values demonstrated are the requirements for an employee's continuance. Not for a moment can any subordinate overlook this.

Of course, it is hard to shake a superior who wants to be a pal. The smoothie, pal and friend boss wear easily. The "big sister" boss proves a serious obstacle to a woman who does not estimate reactions and is probably patronizing if also confiding. How much simpler when there is only cordiality, mutual consideration and no fond embraces? The interspersing of distance, discreetly measured, suggests less likelihood of trespass for employer as well as employee. Separateness of responsibility will put the relationship on a plane which will allow the employee full freedom as a bargainer. The employer will have similar freedom to accept or reject according to concrete worth. Neither side will be tangled with deft alliances or sentiments that obtrude.

In the light of a receptive front, the die-hard, the sourpuss, even the martinet might be appreciated as less penalizing in the long run. There is no doubt what these people are after; they don't fake "passes"; they pull no punches. The superiors who rave and rant are not necessarily the culprits among the bosses. We make allowances for them; their excess is drained off. Many culprits are among the smoothies. They

(Continued on page 227)

(Continued from page 81)

TYPE	CHARACTERISTICS	TREATMENT
Pal	Big socializer which may explain marital mixup. Likes everybody but feels little. Will involve people needlessly.	Treat with reserve. Do job. Keep in mind goal is profit not the amenities.
DIVORCED FEMALES		
All-Business	Same as given.	Same as given.
Nervous Type	Given to fits and starts. Very fidgity. May flare up and as quickly apologize. Seems to like people but cannot adjust easily.	Treat with consideration. Do job well. Nervous superiors respond to subordinates who are precise and courteous in contacts.
Grasshopper	Will hop from project to project. Will delegate in same manner. Always sees the end before the middle or even beginning. Chronically impatient to get somewhere.	Pin down as with lofty soul. Be sure delegation is precise. Firmly but courteously remind of unfinished business.
WIDOWERS		
All-Business	Same as given.	Same as given.
Die-Hard	Mature men set in habits. Will not admit new methods are better. Keeps subordinates and himself back from progress.	Be courteous, but firm. Present new ideas in concrete way. Show less cost, more profit. Suggest pilot operation. If with small firm and cannot change, seek better job.
Friend	Mature man on the alert for promising material. Basically kindly disposed although wary. Likes to encourage people.	Do not overindulge. Perform fully. Prove worthy of interest in every way.
WIDOWS		
All-Business	Same as given.	Same as given.
Sensitive	Is restrained in contacts. Tends to be moody and inhibited. Opposed to too much levity in atmosphere.	Be reserved in contacts. Do not regale with male conquests or romances. Remain cordial and execute thoroughly.

The third in a series of articles explaining the new electronic data processing techniques in the language of the office executive

BINARY Is for the Birds!

By **P. B. GARROTT**

ELECTRONIC COMPUTERS operate by the use of a numbering system rather different from that to which we are accustomed. We're used to seeing the number "one hundred twenty-three" written like this: 123. In case you've forgotten, these Arabic numerals are used to express a numeric value in the *decimal* system of numbering. That word "decimal" refers to the fact that there are ten symbols used to express values: 1, 2, 3, 4, 5, 6, 7, 8, 9, 0.

This ten-symbol set is referred to as the base of the decimal system. Probably, it's more than coincidence that most of us just happen to have exactly that same number of fingers (including thumbs) on our hands, and that some of us find those digits pretty handy.

At any rate, with those ten symbols we can count up to ten quite readily. Further, by the use of a carry-over trick, we can also count infinitely higher than ten, just by shifting over one column to the left and starting over each time a column exceeds the ten symbols we have. Thus, to count from zero to nine, we simply use the ten symbols in their assigned sequence. Then, to increase that quantity by one, we shift over to

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the left and start over, writing the quantity "ten" like this: 10. For the next single unit of increase, the left digit stays unchanged while the right digit is increased by one to express "eleven"—11. This may go on until the right digit has advanced to its highest value, whereupon the left digit steps up one unit to express "twenty" as 20.

As you can see, the quantity expressed by a group of decimal digits, like that 123 we mentioned earlier, is indicated partly by the digits involved and partly by their position in the number. In other words, as we move any symbol from right to left one column, the value of that symbol is increased to ten times its former value. Thus, the symbol 1 becomes 10 when shifted one column; 100, upon moving to the left one more position, and so on.

When we see the figure 123, we read it readily as meaning "one hundred twenty-three." We seldom realize that the figure really says, $(1 \times 100) + (2 \times 10) + (3 \times 1)$. Because we are so familiar with this decimal system, we can slice right through to our customary short-cut interpretation without giving any thought to the number of units, tens and hundreds involved.

This review of decimal arithmetic fundamentals is a worthwhile effort, preparatory to de-mystifying the term "binary arithmetic" because the basic rules for both are similar. Let's leave the decimal system for a moment, while we take a brief look at another numbering system.

This system uses only *two* symbols, instead of the ten we've been taught to use normally. Because there are only two symbols, the system is called *bi*nary just like a two-wheel vehicle is called a *bi*cycle, or a double-barreled optical instrument is a *bi*nocular.

Why only two symbols? There's a good reason for that, too. Remember how it was suggested that people probably adopted a decimal system because they have ten fingers? It's for much the same sort of reason that a computer, or other such gear, has a natural preference for binary. Computers are made up of wires and tubes and a lot of other gadgets which handle electrical currents or streams of electrons. They don't have ten fingers to use in counting or expressing numbers, like we do. As a matter of fact, you might say that a computer has only *one* finger for that purpose.

If *you* had only one finger, how many numbers could you count with it? With that single finger curled down, you could indicate *zero,* and with it sticking up you could indicate *one.*

That's the sort of position a computer finds itself in. Its components can be easily used to show either of two situations: either the wire *is* carrying a current or it *isn't.* Either the tube is *on,* or it's *off.* Without too much complication, we, and the computer, can tell which of those two conditions are in effect at any time. (Variations in the shape of changes in the *amount* of current in one of these single elements *could* be measured and used to express a wider range of conditions, but that requires much more complicated and expensive devices, so computers are generally built to check only for the "on" or "off" sort of situation, in this respect.)

By this very sketchy route, we've established the fact that a computer can recognize only two general situations

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which might be called *on* or *off* or perhaps *yes* or *no*. The next step is to see how we can get this simple-minded beast to accept and understand our number 123.

This requires the decimal value 123 to be converted into some other sort of notation which may look much different but, to a computer, will mean exactly the same thing. It isn't as tough as it might appear to be. We have two and *only* two conditions which our computer understands. Suppose we decide to call one of them "zero" and the other "one." Can we describe the quantity 123 in some way which uses only these two symbols? We certainly can—and by a method which will remind you of our earlier review of the decimal arithmetic system.

In decimal, recall that there were *ten* symbols, and that each time one of those symbols moved one column to the left it increased in value by *ten* times. The selfsame idea applies in binary, excepting only that there are only *two* symbols and each time one of them moves one column to the left its value is increased by *two* times. Let's see how that works out in practice:

0 is ZERO (at least that's still the same!)
1 is ONE

But we've run out of symbols to express "two," or have we? What did we do in the decimal system when we had counted up to nine? Far from being stymied by running out of symbols, we just carried one over to the next column to the left and started over, didn't we?

We do exactly the same thing in binary—carry one over to the next column and start over:

0 is ZERO
1 is ONE
10 is TWO
11 is THREE
100 is FOUR (here the carry-over to second column caused a carry-over to the third)
101 is FIVE
110 is SIX
111 is SEVEN
1000 is EIGHT (and here the carry-over moved to the fourth column)
1001 is NINE

So, by this code-like method, we may express any decimal digit from zero to nine inclusive—and that's *all* of 'em. Of course, being only a machine, a computer insists upon having everything neat and uniform, so we must do something about having some numbers represented by only one binary code digit while others require two, three, or four. That's easy. Since four digits is the maximum required for any one decimal digit (nine), we just make all the binary codes four digits long by filling them in with zeroes to the left, so the list from zero to nine looks like this:

0000—ZERO
0001—ONE
0010—TWO
0011—THREE
0100—FOUR
0101—FIVE
0110—SIX
0111—SEVEN

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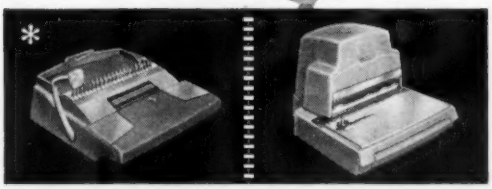

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1000—EIGHT
1001—NINE

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This practice of coding each decimal digit separately with its equivalent binary code, incidently, is what is meant by the term "binary coded decimal."

Those strings of zeroes and ones in a binary code move about in a computer as "pulse patterns." Each decimal digit has a certain time during which the computer will work upon or with it. That time is divided into four equal intervals, during each of which the circuit may *on* (indicating a binary *one*) or *off* (indicating a binary *zero*). The number and sequence of pulses during that time describes the decimal digit involved.

In other words, our example 123 would be represented by a pulse-or-no-pulse pattern something like this: no pulse—no pulse—no pulse—*pulse* . . . no pulse—no pulse—*pulse*—no pulse . . . no pulse—no pulse—*pulse*—*pulse*.

Now here's the only rather absurd part of this whole binary situation: *The odds are 1000-to-1 you have no earthly need to know more about binary than you do about Sanskrit!*

Aside from normal human curiosity, you're not at all likely to be called upon to translate decimal to binary, even if you've got a dozen computers. Why? Because, to all practical purposes, all necessary conversion of decimal-to-binary-to-decimal is done *automatically* by the computer itself!

In other words, binary is for the birds —the birds who insist upon talking to a computer in its *own* language instead of making it speak theirs. Have we thus made a big production out of binary, only to end by dismissing it as a groundless worry? Perhaps, but it's more than worthwhile if only we've succeeded in de-bunking to some extent the aura of voodoo around the binary bonfire.

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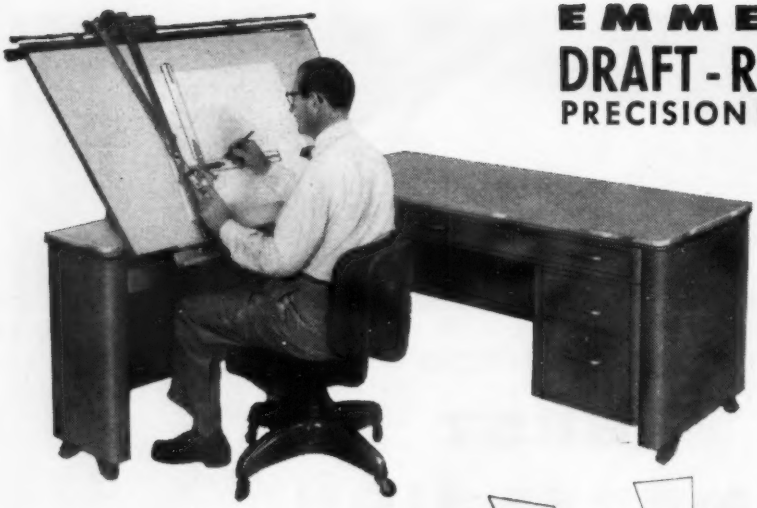

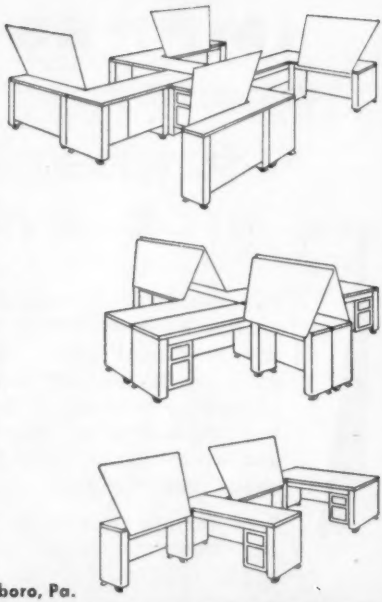

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For More Information Circle No. 212

Let's Stop Writing "PROCEDURESE"

LESLIE H. MATTHIES

Supervisor, Engineering Systems & Procedures, Northrop Aircraft, Inc., Hawthorne, Calif.
General Chairman, 1957 International Systems Meeting, Los Angeles

IN CHINA the people speak different dialects. Often these dialects are so different from each other that one Chinese can't understand another. Communication breaks down. Americans, too, develop dialects, only we call them "shop jargons." A very dangerous dialect is what we call "procedurese." Procedurese is a shop jargon that many systems people are now using. While it is the parlance of systems, procedurese is not intelligible to non-systems people. That is why we must avoid the establishment of a body of language known as "procedurese."

We want people to understand us. We must write and talk so people understand us if we are to progress in our systems work.

Yet -ese parlances are all around us. The accountant doesn't communicate easily with the industrial engineer, because each uses his own form of -ese. As in China, dialects spring up in organizations, and men in one specialized section start using words that only their fellow specialists understand.

It is true that in such a new systems field as *electronic data processing,* we all must learn new words. We have new ideas to deal with, and those new ideas need "handles". But of all the professions, systems must avoid the building up its own body of languages.

Why? Simply because systems is coordinating work. What we do, helps people to work together. The work we do helps people to work together efficiently, smoothly.

We must speak and write so that everybody understands us. We supply the common denominator. We supply a means to get mutual understanding between any number of highly specialized groups. We help the industrial engineer to understand the accountant.

Procedurese is a serious block to systems progress. We must avoid such a block, even if we have to strain to be simple.

Why do jargons develop? I think people who specialize in certain types of work like to make a mystery out of what they are doing. These people use initials and strange words. They say, "Process an SMOCR along with your A.F.E. as called out in SPI 92, Supp A, Attachment 2, Rev. 4-56."

What is a procedure? Isn't it just a written plan for doing work? Isn't its real job to tell people how to proceed? But it does even more. A procedure tells what work to do (communication) and how to do it as a team (coordination). Procedurese doesn't do either of those jobs very well. Here is an example of procedurese:

"Company Boards and Committees

shall be appointed when necessary to effectively accomplish programs and/or fulfill contractural obligations and, in those instances where problems involve two or more divisions, require extensive investigation and analysis by a body of persons possessing specialized skills, and are of such importance that official records must be maintained. Company Boards and Committees shall also be appointed to process and/or approve such operating paper as Management determines requires official action by any interdivisional body."

Wouldn't that kind of writing put a man to sleep? Do you know what it means? I'm not sure either. It certainly isn't good communication. I'm sure it doesn't bring anybody out of his desk chair with his sleeves rolled up. So why do we write such junk?

Procedurese makes procedures hard to read. We should avoid developing such jargon. If we are to provide work-communication and work-coordination, we are actually helping management to bind together a large number of complex specialties . . . helping to bind them together for *team play!*

Now each of these speciality groups has it's own jargon. The accountant has his. The shop man has his special language. The engineer doesn't always understand the salesman, nor does the inspector understand the purchasing man's special jargon.

If we are to succeed in getting team play out of these fellows, hadn't we better stay with a *common language?* Can you name a better common language than simple, direct English?

In business we have a language that we may call business English. Business includes accountingese, industrial engineeringese, factoryese, salesforcese, advertisingese, inspectionese, transportationese.

Communication *within* any of these "eses" is generally fairly good. But communication *between* these specialized fields is poor—sometimes very poor. So ineffective can this communication be, that at times it resembles deliberate sabotage.

During the war, radio communication was frequently jammed, or scrambled by the enemy. The enemy's aim was to confuse. By confusing he could destroy our communication. He could make it hard for our units to work together; thus he could reduce the effectiveness of our forces.

Poor communication in business also destroys effectiveness. This destruction is not deliberate, but it is nonetheless effective at destroying coordination. At confusing. At jamming ideas. At causing arguments and misunderstanding between different specialists. It is effective at stopping us from working together; from getting teamwork results.

This we can't have. Systems' job is to plan for the coordinated effort of all specialties. Systems leads to common understanding of:

Policy—what the boss wants done.

Procedure—how to get it done by teamwork.

Form—what tool to use to help us get ideas across.

In systems work we want our words to help us. We want to put words to work *for* us, not against us.

If we write about our system in simple English, our writing will be faster

(Text continues on page 102)

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WORK-WORDS FOR PROCEDURES

The verbs used most often in 147 different procedures of 65 companies.

WORKS

Attaches
Changes
Conducts
Destroys
Enters
Files
Handles
Hires
Inserts
Lists
Locates
Makes
Marks
Moves
Operates
Performs
Places
Prepares
Prints
Processes
Produces
Records
Retains
Rewords
Runs
Separates
Sorts
Stamps
Tabulates
Totals
Transcribes
Uses
Works
Writes

PUSHES ALONG

Encourages
Develops
Furthers
Maintains
Pushes

RENDERS DECISIONS

Decides
Determines
Reviews
Weighs

CREATES

Creates
Designs
Devises
Develops
Formulates
Initiates
Installs
Originates
Plans
Schedules

ASKS OTHERS

Asks
Claims
Requests

CONTROLS

Charges
Checks
Conserves
Controls
Corrects
Counts
Edits
Enforces
Follow-up
Initiates
Inspects
Insures
Logs
Measures
Proves
Rejects
Reports
Restricts
Reviews
Terminates
Verifies

EXPLAINS

Describes
Explains
Indicates
Shows
States

GIVES

Delivers
Distributes
Forwards
Gives
Issues
Mails
Makes Available
Pays
Provides
Releases
Routes
Sells
Sends
Ships
Submits
Supplies
Transfers

STUDIES or APPRAISES

Analyzes
Checks
Compares
Evaluates
Forecasts
Identifies
Inspects
Interviews
Investigates
Measures
Plans
Reads
Studies
Surveys
Weighs

TIES TOGETHER

Confers
Contracts
Coordinates
Reconciles
Represents
Ties Together

STOPS

Checks
Deletes
Prevents
Returns
Stops

GETS

Accepts
Accumulates
Buys
Compiles
Gathers
Gets
Keeps
Obtains
Picks Up
Procures
Pulls
Purchases
Recalls
Receives
Secures
Takes
Withdraws

TAKES EXECUTIVE ACTION

Approves
Authorizes
Directs
Establishes
Executes
Orders
Rejects
Requires
Signs
Supervises

TELLS OTHERS

Advises
Assigns
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Orders
Prescribes
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to read, easier to understand, remembered longer, enjoyed more, and used more.

To assist in our objective of better communication, the author studied the action ideas in over 100 procedures from all types of organizations. We picked out the action verbs most often used in a wide variety of procedures. Most of these words were not always this simple. We translated many gobbledegook words into what we consider plainer English.

As an aid in writing useful procedures, here are the action words used in more than 100 procedures which we studied:

WORD	TOTAL TIMES USED	WORD	TOTAL TIMES USED
Prepares	172	Sends	59
Forwards	104	Issues	68
Uses	101	Provides	65
Records	97	Decides	61
Shows	90	Places	53
Obtains	84	Receives	50
Checks	81	Requests	47

Our reason for making so much of these work words is that our job in systems work can be summed up in two words: *communication* and *coordination*. Perhaps the most useful form of presenting the total group of action verbs is to sort them into idea groups. For about a year we've tried out this idea group list and our procedure writers have found the word list on page 100 useful.

How to Find Out What's on a Worker's Mind

B. W. ELSOM
Director of Employee Services, Boston Store, Milwaukee

PEOPLE sometimes change. A worker who has been a friendly, cheerful and a good mixer becomes silent, morose and gloomy. A worker who has had high standards of quality in his work becomes careless and sloppy. When such a radical change occurs, you can be sure that something has happened inside this person. Maybe something has soured his attitude toward life or toward his job. Maybe he is distracted by worry, or something has made him feel that the world is "down on him." The supervisor should find out what has happened to cause this change.

How can you find out what is going on in a worker's mind? How can you get at his feelings, his emotions, his personal viewpoint? Sometimes it isn't easy. Here are some pointers which may help:

1. Try to arrange a time when you can have a good, quiet talk *alone* with the worker. Pick a time when you both can relax and "let your hair down."
2. Get the conversation started

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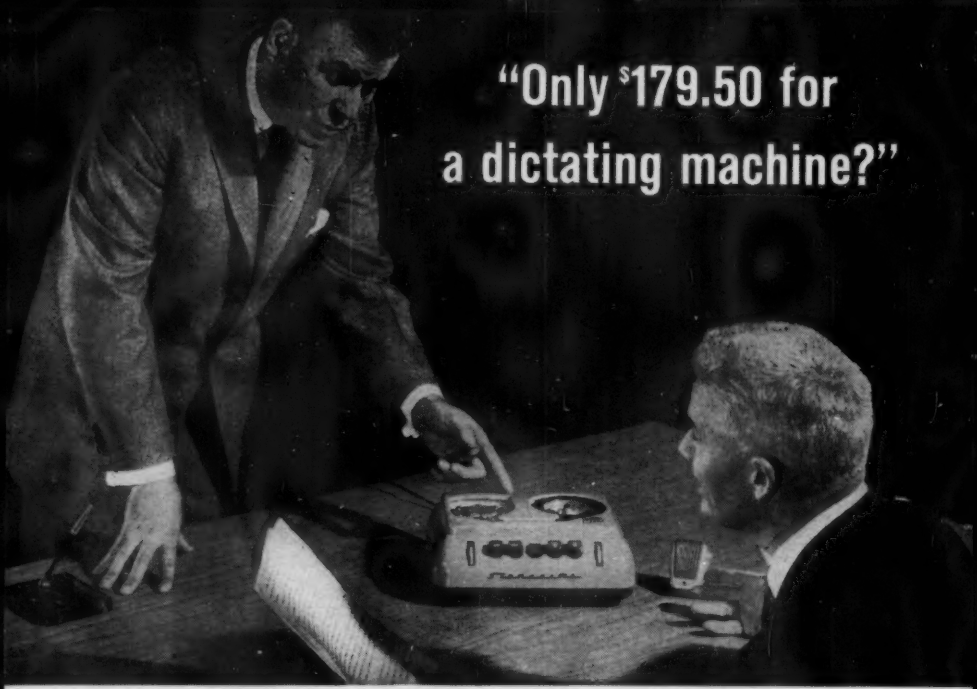

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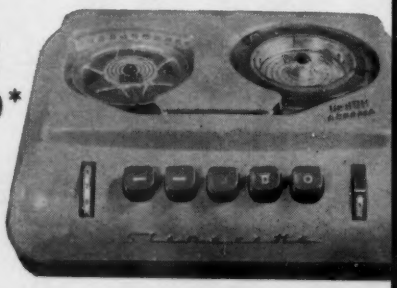

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smoothly and naturally. The most important thing is to get him talking.

3. If he answers your questions by only "Yes" and "No," and won't start talking, you are up against a difficult proposition. Just keep on chinning and see if you can't hit on some subject that will start him talking. If he is particularly uncommunicative, you may postpone your attempt, and try again in a day or two.

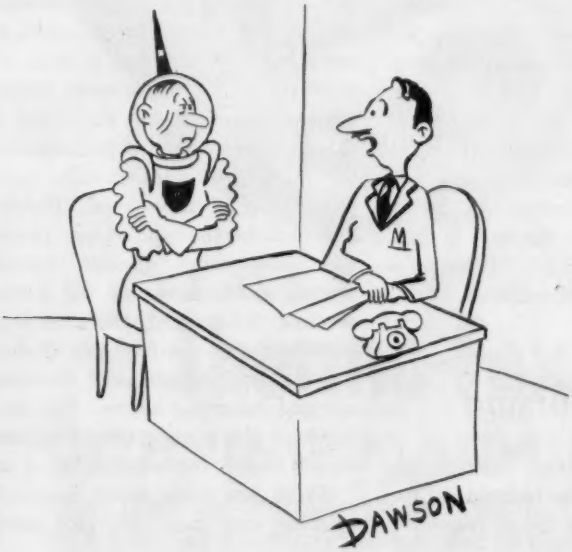
4. When he does begin talking, and is a little more at ease, tell him casually that you think you have noticed certain changes in his job performance or his attitude, and that you are anxious to know whether there is something to it. You may have to give him one or two definite examples where you have noticed the change in him.

5. If this gets him going, *just listen.* Don't interrupt him. Don't argue about points where you think he is wrong. Don't break in to give him facts he has overlooked. All that can come later. Get his whole story first. If you don't understand all of it, ask questions seeking more information. Your job is to listen *sympathetically.*

6. While he is talking, try to weigh his problem, and to decide how you can best help him with it. Don't jump to conclusions. If you think you will need more time to arrive at a correct conclusion, tell him you would like to think over what he has said, and talk with him again later.

7. Then point out to him any facts you think he has overlooked or misinterpreted. Give whatever advice and help you can. If there are some definite steps that you can take to help the worker with his problem, *do something about them at once.* Let him see that you are trying to help.

8. *Be sure to keep confidential all personal facts or problems he may have told you.*



Your biggest problem will be to get the conversation started.

Punched Card Systems Don't Have To Be Expensive

RICHARD NEUMAIER
Systems Consultant, Philadelphia

WE ALL DESIRE luxury and comfort in our home life and in business. But regardless of how much our income is, there is always a point at which certain luxuries get beyond our reach. In business we have the very deciding factor of keeping our overhead within the limitations of good management. Generally speaking, most punched card installations are out of the reach of the small office. To prove that there are exceptions, however, here are a few examples where the cost is definitely held within the limitations of a good budget for clerical expense.

Community Nursing

A community nursing association, serving the needs of the community for home nursing care on a fee or free basis depending on the patient's need and ability to pay, has been using an inexpensive punched card installation for six years. The installation is very simple, but the results are entirely satisfactory for the statistical needs of this organization which has a staff of over 130 people. The basic need, fulfilled by punched-cards, is the statistical breakdown of the number of patients enrolled, the number of nursing calls made and the number of cases closed. The analysis also includes the type of care performed, the predominant disease treated, the branch and number of the nurse who serviced the patient, the time required, and the fee or non-fee basis of charging. The original report card includes age, sex and referring source. The case-closing card also gives required information on the reason for termination of service.

There are three cards involved: the opening case card, the visit card, and

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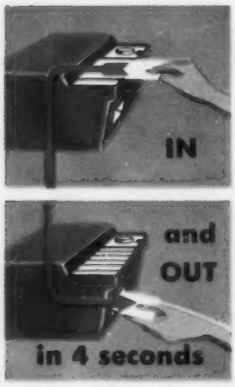

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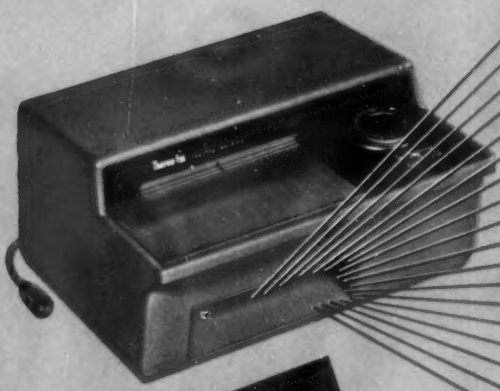

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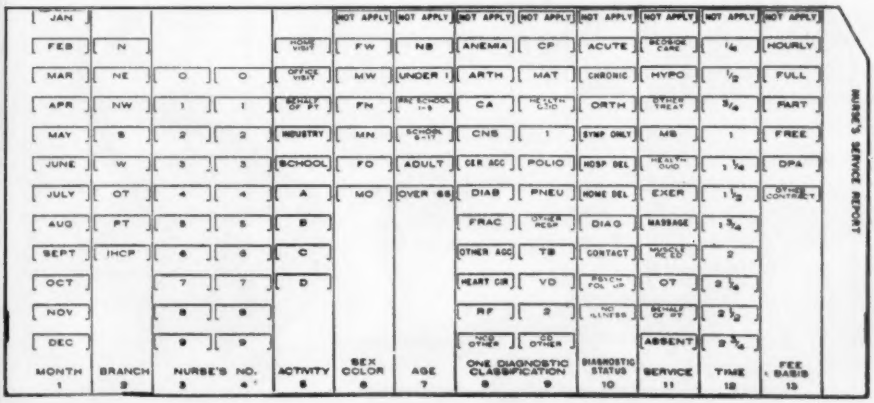
the closing case card. All cards are designed for mark sensing. A graphite pencil is used to identify the item by putting a straight line across the descriptive box. In the column for "Nurse's Number," Nurse No. 23 would put a line through box 20 in the tens column and a line through box 3 in the units column. The marked cards are automatically punched in the marked positions by a reproducing punch. The punched cards are then sorted by their various classifications on a sorter with a card counter. In each sort, the cards in one column are counted by their classifications. At the end of a sort, the reading on the card counter is manually recorded on an analysis sheet. Thus it is easy to identify the number of new cases for any diagnosis, the number of calls made in any age group, the number of calls made as a free community service, the number of cases currently under care and any other cross reference statistics, even in as low a denominator as a single special, therapeutic or dietary nurse and her activities.

In the beginning, great difficulty was experienced in effecting accurate reporting. Only after three years of intensive training and open-minded thinking was this organization willing to concede that accuracy had been accomplished. The main difficulty was not in the mark sensing or in machine failures. It was the inability to come to a common understanding of the exact meaning of the many different diagnostic details and activity descriptions. A patient may be suffering from ailments falling into more than one classification, and more than one type of treatment may be rendered. Having two different nurses visit the same patient on subsequent days (after all, nurses must have days off), we would find that the reporting did not match. These difficulties were overcome and today the system is the major source of all future planning and current operation analysis. Because the system requires only two pieces of equipment of the less expensive variety, it can readily be seen that a great deal is being done with little money.



The tabulating card used by the community nursing organization.

← For More Information Circle No. 436

Inventory Control

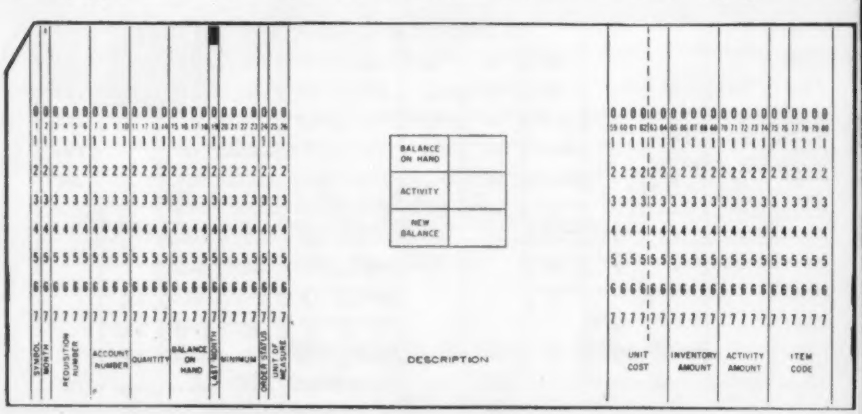
Inventory recording is a simple but tedious job and it is very often neglected. We would not think of eliminating the posting of accounts receivable ledgers, yet many firms do not maintain adequate inventory records in spite of the fact that very often twice as much money is tied up in inventory as in accounts receivable. This thinking becomes still more illogical when we consider the cost of manufacturing delays from material shortages, the cost of back-ordering merchandise with its duplication of shipping and billing expenses, and the loss of customer good will by delayed shipments due to manufacturing delays or lack of sufficient merchandise in stock.

An inexpensive method for recording inventory, listing purchases, recording stock disbursements and accumulating the necessary accounting control amounts, was instituted by a medium size contracting firm. The only punched card equipment rented is one No. 026 interpreting key punch. All monthly reports are furnished by a service organization. The process is rather simple. A tabulating card was established for each item carried in stock. The stock status part of the card contains the following information:

1. Balance on hand.
2. Code for last month of activity.
3. Minimum quantity required.
4. Code for re-order status.
5. Unit of measure.
6. Description.
7. Unit Cost.
8. Item code.

A catalog, prepared from these cards, was issued to all operations and other work centers authorized to requisition material. Naturally this catalog does not show quantities on hand or unit costs.

It is now a simple procedure to pull the balance card on any item requisitioned and manually calculate the new balance from the balance on hand. An open space for this figure is provided in the center of the card. The cards are then inserted into the key punch ma-



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LASTIC BINDING CORPORATION
Originators of Plastic Binding in America
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PLASTIC BINDING CORPORATION
Dept. O 732 Sherman St., Chicago, 5 Illinois

Please rush FREE MANUAL giving me full information about the new PLASTICO Hand-Operated Punching and Binding Units.

Name _____ Title _____
Firm _____
Address _____
City _____ Zone ____ State _____

chine and the operator key punches the requisition number, type of transaction, expense account number, and quantity withdrawn. At this moment, the old balance card moves into the reproducing position, the new balance on hand is key punched into a blank new balance card, and all static factors of the old balance-forward card are automatically reproduced in the new balance-forward card. Thus a new balance-forward card is created each time a withdrawal takes place, with a minimum of key punching. The old balance card becomes the detail card for the transaction and is held in a suspense file until the end of the month. The receipt of merchandise is handled in a similar manner.

It is the key punch operator's responsibility to notify the purchasing department of any item which is below its minimum quantity. This is simply accomplished by producing a duplicate balance card in a different color for any item below the minimum.

The detail cards, from the suspense file, are forwarded at the end of each month to a service organization which uses an automatic multiplying unit to multiply the quantities by unit costs. All calculated detail cards are then sorted by expense account numbers, and the expense distribution accumulated on a tabulator. All balance cards with currently new balances are also extended in the inventory amount column. All inventory cards with or without current month's activity are listed and accumulated by inventory control account numbers. This listing shows the exact stock status and permits the purchasing department to combine their orders for related items, even if some have not yet reached the minimum balance. This often gains them an extra quantity discount.

While this method of punched card recording is definitely more cumbersome than a simple entry on a visible record or other inventory control form, it must be understood that the cost distribution and expense analysis, and monthly inventory analysis, represent very great advantages over any manual method of providing such reports, normally not available as a by-product of manual posting. The total expense of this inventory control is the minimum, as only one key punch unit is rented and the service organization charges are nominal.

Inventory Forecasting

For inventory forecasting, a sheet metal manufacturing plant uses only one IBM 026 self-interpreting punch. This plant produces assembled items which, in their variations, require approximately 3,000 purchased parts. The organization is very fortunate in manufacturing for approved orders only, with a delivery time of four to six months. The purchasing department needs a forecast of the components to be purchased and on hand when required by manufacturing needs.

To accomplish this forecasting, it was necessary to set up a bill of material for each manufactured product, in each size, showing the raw material (metal) requirements and all purchased parts. This bill of material was key punched on individual cards, one for each item, showing the required number of pieces for a unit. Manufacturing is performed

VENTILATED COMFORT

For the Modern, Working Executive

and his girl Friday.

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Ventilation eliminates office "hot seat". Lowers capital investment. Increases productivity of wage dollars. Outwears any other chair on the market.

BEVCO chairs are for today's hard hitting, efficient executives. For the man with a big job to do — capable, energetic and sure of himself and his ability. The man big enough to form his own opinions, progressive enough to stride over tradition — to accept the modern comfort of BEVCO chairs and to appreciate the way BEVCO's greater comfort helps him, and his girl Friday to turn out more and better work.

Office managers in Los Angeles for NOMA see:
Westwood Office Supply — 10954 Santa Monica — L. A.
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Ask your dealer or write direct

For More Information Circle No. 358

BEVCO PRECISION MANUFACTURING COMPANY
831 Chicago Avenue, Evanston, Illinois

on a three-week cycle, and the scheduling for future needs is on the same basis. This schedule reaches purchasing every three weeks with three months' lead time. Having a bill of material on punched cards enables the control clerk to use the key punch to reproduce the quantity scheduled in a duplicate deck of cards. This duplicate deck is forwarded to a service organization which automatically multiplies units by pieces to arrive at the quantity of purchased parts and raw material units. All items with the identical raw material or purchased part number are sorted together, listed and accumulated for a report of raw material and purchased parts required for the scheduled run. This enables purchasing to measure the required material against available material, either in stock or on order, and place its advance orders for future delivery according to the needs indicated on the scheduled listing.

Again, we are only concerned with the rental of a key punch machine and a service organization charge. Considering that this very important transaction takes place only once every three weeks, it is understandable that a complete installation of machines for all operations, and the retention of trained personnel for this infrequent use, would be too expensive. The main advantage of this mechanical set-up is the proof that no items are overlooked and that, at the time of manufacturing, the production department does not find itself with missing items which can only cause delays and heavy expense. The operation is simplicity itself; requires no highly trained personnel, and has proven itself foolproof. A monthly inventory evaluation is also performed. A blank (unprinted) tabulating card is used in this system.

Inventory Control

A furniture chain with seven stores and a warehouse required the accurate knowledge of what, where and how many pieces they had on inventory. This operation is similar to a grocery inventory tub file, as one punched card is established for each unit in stock. The procedure actually begins with a copy of the purchase order. From this, a punched card is produced for each item, showing the date, manufacturer's code number, serial code number, type code, brand and model, merchandise tag number, cost and location. The actual key punching requires collating a pre-numbered and pre-punched merchandise tag with the inventory card. The key punch is programmed to interpret the cost and location without printing on the tag but reproducing on the inventory card. The tag number, being pre-punched in the card, also reproduces on the inventory card to assure all tag numbers on all inventory cards being accurate.

The merchandise tags are forwarded to the warehouse together with a copy of the purchase order to await arrival of the merchandise. The inventory cards are maintained in an on-order file, to be matched with a receiving notice from the warehouse. Tags for which merchandise has been received are placed in the tub file under their respective classifications.

The inventory cards are also designed to take care of the required sales analy-

FOR BETTER IMPRESSIONS . . .

ROCHESTER CARBON-RIBBONS

BETTER 5 WAYS!

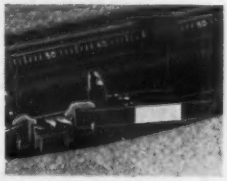
1 Exclusive PLASTIC LEADER for Easier, Quicker ribbon changes and No Soiled Hands

You thread the attached 20" red plastic *leader* through your machine in a matter of seconds without touching the ribbon. Hands stay clean!

2 EXTRA SHARP "WRITE" gives correspondence that crisp "executive look." Perfect, too, for multilith and photo offset plates.

3 "4-2-5" WARNING SIGNAL indicates ribbon end near

Exclusive 3" gold stripe tells you that only 4 to 5 feet of unused ribbon remain.



4 CHOICE of 4 FINISHES insures the perfect "write" from any type style, on any make Carbon-Ribbon Typewriter.

5 6 STANDARD COLORS —Black, red, green, brown, blue, purple.

WANT PROOF? Send for FREE SAMPLE

Just write us on your company letterhead, stating make and model of your carbon-ribbon machine and we'll send a free sample. YOU be the judge.

DEALERS! Would you rather sell the "Leader" or sell against it? Write for details today.

ROCHESTER RIBBON & CARBON CO., INC.
Dept. F. Box 1212, Rochester 3, N.Y.

AMERICA'S LARGEST INDEPENDENT SUPPLIER OF CARBON-RIBBONS

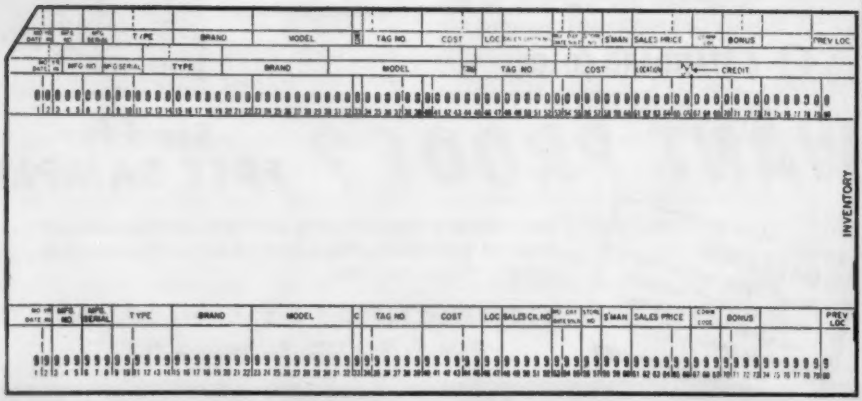
For More Information Circle No. 200

sis. Merchandise listed on a salescheck is matched with the appropriate inventory card, and the merchandise tag number is posted on the warehouse delivery copy of the sales order. This copy is forwarded to the warehouse, where the necessary delivery activities take place.

The inventory card, together with the salescheck, is processed by the key punch operator who punches the salescheck number, date, store, salesman's code, selling price, commission code and bonus, into the inventory card. If there are more than one item to a sale, all repetitive details, such as salescheck number, location, date, store and salesman, are automatically reproduced on all subsequent cards. In this operation we have actually transposed the original inventory card into a detailed sales record. This card can now produce the sales analysis by products, by manufacturers, by stores, by salesmen. This analysis also shows gross profit and inventory turnover cycle. The cards also are used for commission statements and, naturally, for accounting and accumulation of totals for the general ledger.

Actually, the cards are used at four different times: (1) before the arrival of merchandise for a listing of commitments; (2) for listing inventory on hand; (3) for listing current month's sales; (4) for an analysis of the season's sales. However, this does not mean that only four uses of an inventory card are scheduled because inventory cards may be used for listing as long as the merchandise is in stock, and the sales analysis breakdowns may require as many as six listings. Starting with the on-order file, which can cover merchandise for delivery in three or four months, and going to the final season's sales analysis, an inventory card will in some cases be used as many as 14 times.

To accomplish this operation requires a key punch, a sorter and a tabulator accounting machine with minimum counters and alphabetical listing. The total rental is about $4000 a year. The equipment is primarily used for inventory and sales analysis, and also covers ap-



The punched card used by the furniture chain for inventory control.

one day's folding production

with the new Martin-Yale

AUTO FOLDER CV

. . . more than 50,000 pieces!

with the new automatic

conveyor-stacker

And at this unmatched lowest price!

only

$149.95

plus F.E.T.

Automatic feed: allows machine to be loaded while running.

Paper size: 9½" x 15½" to 2½" x 4".

All-electric: quiet operating AC motor—belt driven, no gears to wear out.

Fully guaranteed: designed and built by the makers of the sensational Auto-folder that revolutionized office folding.

Beautifully finished: gray hammerloid, set off by glistening chrome.

See your office equipment dealer or stationer, or write today for complete details, and name of nearest dealer.

Dealers, distributors—some territories still open for representation.

MARTIN-YALE, Inc.

2100 W. Fulton St., Chicago 12, Illinois

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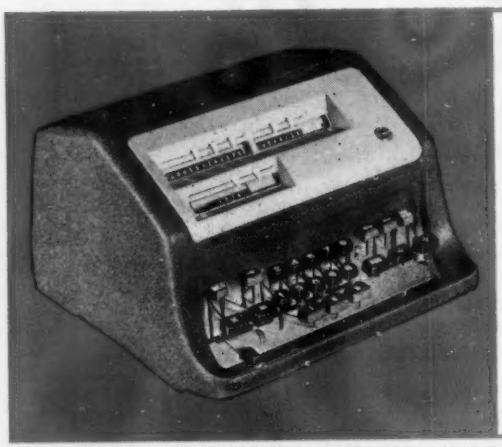
the calculating female figures on FACIT



Because Facit gets results—quickly and easily. Solve any problem single-handed, with the ten fastest keys to calculating ease. The fully automatic Facit—multiplies, divides, adds, subtracts—and does it all with the five fingers of one nimble hand.

RUSTPROOF, DUSTPROOF, FOOLPROOF.

FACIT INC.

404 Fourth Ave., New York 16,
or 235 Montgomery St., San Francisco

A few dealer territories still open—Inquire about your area.

SOLD AND SERVICED IN MORE THAN 100 COUNTRIES • INTERNATIONAL EXPORT OFFICES: ATVIDABERGS, STOCKHOLM, SWEDEN

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figure conscious males count on Odhner

Reason: there's no faster or surer count when you're contemplating figures. Odhner was first to make it easy with automatic multiplication. Now another Odhner first is the exclusive, time saving Automatic Short-Cut—never more than five prints for any figure. So be confident, count on Odhner.

A few dealer territories still open—Inquire about your area.

FACIT INC.

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or 235 Montgomery St., San Francisco

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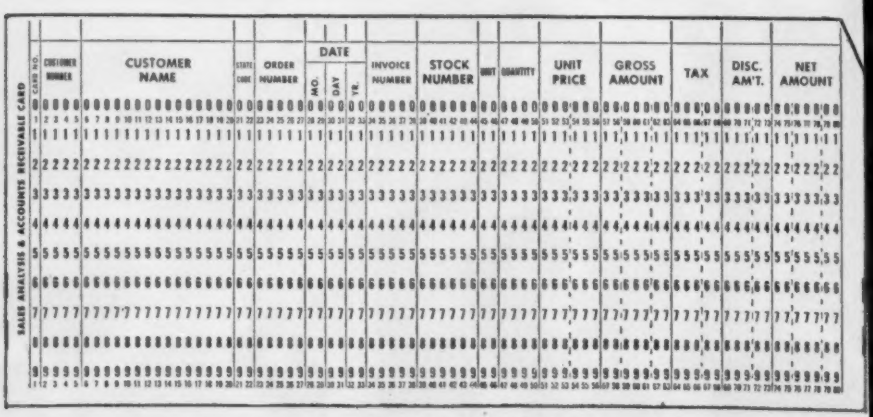
For More Information Circle No. 232

pliance and television service analysis. By limiting the equipment to the exact needs, it was possible to produce the necessary records and control at a considerably lower cost and with greater accuracy than was possible on a manual basis.

Sales Analysis

For a sales analysis, combining a typewriter with a key punch machine makes it possible to create a punched card for each line of descriptive typing on an invoice. This card shows the customer's code number, salesman's code number, territory code number, invoice number and shipping warehouse number, together with quantity, item code, unit price and amount for each item on the invoice. Having a card for each item sold enables a service organization to produce the sales analysis by salesmen, territory, product and type of customer (part of customer's code). This analysis is produced on a monthly basis and accumulated in quarterly reports with comparative percentage differences to the previous year. A full-time employee was formerly required for this analysis and, due to personality problems, was rather unsatisfactory. With the machine set-up it is now possible to get faster reports with detailed listings at a saving of about 40%.

All the foregoing installations prove one thing: that punched card installations, if tailored to the individual needs, can save money on small and limited operations. The major thought must be: "Don't buy a hotel if you need only a room overnight." Limit yourself to the equipment actually needed for a specific job and stick to it. In most cases, the utilization of extra time and equipment is not more productive than driving an automobile around the block to accumulate mileage for a smaller depreciation charge per mile. It was not possible to furnish the names and more details of the organizations involved here, but they can be had by writing the author, care of THE OFFICE.



The card used for sales analysis.

THE PHOTO COPIER THAT

COPIES ANYTHING ...*BETTER!*

THE WORLD'S MOST ADVANCED PHOTO COPIER

SECRETARIES *agree* . . .

"Colored inks, special papers, 'difficult' jobs are no problem with the Rovico Fotomate. Unmatched for copying ease. Its design adds to the decor of any office. Comes in three colors."

EFFICIENCY EXPERTS *say* . . .

"For fine quality, clear, sharp photo copies everytime, you can't beat the Rovico Fotomate at ANY price. Saves loads of time, eliminates the need of more than one type of photo copying equipment. The Fotomate copies ANYTHING . . . and copies, it BETTER."

ENGINEERS' *viewpoint* . . .

"The Rovico Fotomate is precision engineered office equipment, composed of the finest working components. Heavy duty construction and simplicity in design make it stand out in front of all other units. It is manufactured in Newark, New Jersey."

Trade Rovico Mark

FOTOMATE

MAKE THE "14 INCH" TEST

On the advertised 14 inch model, the Rovico Fotomate makes clear, sharp copies the FULL 14" WIDTH. "FULL WIDTH" copies are guaranteed on any size Rovico Fotomate.

MAKE THE "DIFFICULT" TEST

Take an original of anything that other copiers failed to copy well. See how the Fotomate comes through with clearer, sharper photo copies everytime.

MAKE THE "COMPARISON" TEST

Compare "Good" photo copies from any other copier and see how the Rovico Fotomate excels in minute detail, contrast, sharpness.

In TEST after TEST Rovico Fotomate proved its superiority over all the rest.

QUALIFIED DISTRIBUTORS AND DEALERS ARE INVITED TO WRITE FOR INFORMATION ON VALUABLE FRANCHISES.

DON'T JUST ASK FOR A "COPY" . . . ASK FOR A "FOTOMATE"

Rovico ***Rovico Incorporated***

318 Market Street, Newark 2, New Jersey

CABLE ADDRESS—ROVICO NEWARK NEW JERSEY

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For More Information Circle No. 216

Accounting for the Company's Plane

The Beechcraft Model B50 Twin-Bonanza, made by Beech Aircraft Corp., Wichita, Kans., is used by National Life Insurance Co. The two-engine craft seats six, has a speed of 205 mph and a cruising range of 1088 miles.

LYNFORD M. FOSTER
Budget Accountant,
National Life Insurance Co.,
Montpelier, Vt.

THE INCREASING USE by business personnel of the privately-owned airplane as a convenient, time-saving mode of travel, frequently requires office accountants to keep records of the cost to travel in the company plane. Especially when two or more companies pool their resources to buy a plane and share its use, an accurate accounting of expenses is essential.

Whatever bookkeeping system is used, the accrual basis is most desirable. Items

new mailing method increases profits 2 ways

cuts costs today... builds business today

30 years the leader

Gathers • Opens Flaps • Stuffs • Moistens
Seals • Prints Indicia • Counts • Stacks

new 1957 Phillipsburg

INSERTING & MAILING MACHINE

Slashes Costs 80%

Make Immediate Savings of Over $2,000 Yearly

Mechanization is the newest way to cut operating costs, increase profits. One Inserting and Mailing Machine takes over complete mail preparation—gathers multiple enclosures, opens flaps, stuffs envelopes, moistens, seals, prints postal indicia, counts and stacks. Dozens of clerical workers are released for more productive work. Valuable floor space is freed; expensive supervisory time reduced. Small mailers, handling as few as 17,000 pieces monthly, save over $2,000 yearly. Large mailers save more. All mailers profit by new ease, speed, accuracy.

Open the Door to New Business

Inserting & Mailing Machine turns out 4,500 to 6,000 pieces per hour. Now it is simple to mail price lists, bulletins, catalog sheets, special offers; advertising and sales promotion; house organs and annual reports. Now it is easy to move ahead of competition, clear stocks, anticipate price changes, increase sales by mail.

Check Your Savings, Get Cost Analysis

Ask for an estimate of your savings. It will be prepared without obligation.

I & M

INSERTING & MAILING MACHINE CO.

PHILLIPSBURG, NEW JERSEY

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☐ Kindly estimate our savings.

☐ Send booklet *Wider Horizons with Mechanized Mailing.*

Name_____

Firm_____

Address_____

City_____ Zone_____ State_____

For More Information Circle No. 231

of costs should be charged to the month incurred and prepaid costs, such as insurance premiums, are more properly prorated over the specific period of time covered.

The airplane records are considered to be subsidiary to the company's general books in which one account, such as Travel, would contain the total figure of airplane travel. The problem of reconciling the plane's accrual records to the cash control account is solved by maintaining a separate "memo" account for those items of plane expense not properly chargeable in the current month. The original investment cost of the airplane asset itself and insurance premiums paid would be two items to include in the memo accounts.

One necessity for smooth operation is to supply the pilot with credit cards from several oil companies. By the end of each month, the accountant should have recorded a list of all the credit card purchases which are shown on the individual gasoline slips. These amounts then can be checked off from the subsequent monthly bills when paid. Charges should be included on the books immediately as incurred in order to get an accurate accounting of current costs. Accounts payable can thus be set up to show monthly charges and credits for each oil company.

Another proper requirement in an operation of this kind is to provide the pilot with a petty cash fund from which he pays his traveling expenses and miscellaneous airplane maintenance costs. An accounting of these expenses should be rendered at least twice a month, at which time the pilot's cash fund is reimbursed to the original amount.

A preliminary step in setting up a system of airplane accounting is to decide what accounts are to be used. A division between fixed and operating costs is most desirable. Salaries of all personnel, such as a pilot and a mechanic whose duties deal exclusively with the operation of the plane, would be included under the first category. Other fixed expenses would be social security taxes, depreciation, insurance, rental of home hangar, and airplane stock equipment. Fringe benefits, such as hospital and group insurance premiums paid by the company, could be grouped under payroll costs. In most cases, the life of a plane can be considered at five years, from which a monthly depreciation charge is determined.

One important item of operating cost, which should not be overlooked, is a reserve for motor replacement and repair. Two facts must be obtained from the motor manufacturer or other reliable source: (1) total cost of new motor replacement and (2) number of hours the motor can be safely operated. The Civil Aeronautics Administration usually has certain specifications and requirements concerning engine performance. To determine the hourly rate in setting up the reserve simply divide the cost by the recommended life of the motor.

One other detail is necessary to complete the expense data on plane operation. Periodically the pilot should submit his daily flight records showing such information as names of passengers, miles traveled and time covered for each flight. From these records a monthly Summary Passenger Flight Log (page 127) can be compiled for use in comput-

Neutracel: the newest reason why Hammermill Bond prints better, types better, looks better

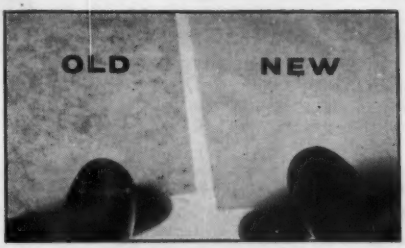
For the sweetest letters you ever signed, use Hammermill Bond—now with hardwood's finer fibers

If your next letter is on new Hammermill Bond, we think you'll agree it's the sweetest business message you ever signed.

Now, with an exclusive pulp named "Neutracel," Hammermill has unlocked the superior papermaking properties nature grows in northern hardwoods to bring you fine papers with a smoother, more velvety typing and writing surface.

Neutracel's hardwood fibers *blend* with other quality pulps to give Hammermill Bond a clearer, more attractive formation. See the difference in the photo at right. And Neutracel® lends increased opacity and bulk —gives letters a more important look, a quality "feel."

Neutracel is a $6,000,000 reason why Hammermill papers 1) print better; 2) type better; 3) look better. Hammermill Paper Company, Erie, Pennsylvania.



...yet HAMMERMILL BOND

with Neutracel's finer fibers, costs no more

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Friden Creates A New World For Business

WITH THE Computyper®

YOU HAVE A COMPLETE AUTOMATIC BILLING DEPARTMENT IN A SINGLE DESK

for example —

The Friden Computyper delivers *complete* invoices at rate of 10 digits per second. Typist-operator enters only heading, quantity, unit price, etc. The Computyper figures extensions, additions, deductions and totals. Calculating and recording of calculations are automatic.

Inventory, cost analysis, sales distribution and statistics of all kinds are systemized similarly by the Computyper.

• Shown above is Model C Computyper, an IDP Tape-Talk (common language) machine with automatic tape-punch and reader. It produces and interprets punched tape or edge-punch cards, thus makes possible automatic transfer of data to punched cards or accounting records by other IDP machines. Also available: Model B, without tape punch or reader. Set up a demonstration with your nearby Friden Man.

Friden

brings you an automatic office

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For More Information Circle No. 258

SUMMARY PASSENGER FLIGHT LOG

Plane #N1957D

Month of November 1956

Date 1956	Passengers	Flight From	Flight To	Flight Miles	Flight Time	Company A Charges Plane Miles	Company A Charges Passenger Miles	Company A Charges Time	Company B Charges Plane Miles	Company B Charges Passenger Miles	Company B Charges Time
11/1	None	MPV	BTV	45	0:30	45		0:30			
	O. R. Jones	BTV	BOS	350	2:20	350	350	2:20			
	T. M. Blank						350				
	J. R. Doe						350				
	F. M. Smith						350				
11/2	O. R. Jones	BOS	MPV	150	1:05	150	150	1:05			
	T. M. Blank						150				
	J. R. Doe						150				
	F. M. Smith						150				
11/6	S. M. Brown	MPV	LGA	270	1:40	270	270	1:40			
	C. A. White						270				
11/7	S. M. Brown	LGA	LEB	230	1:15	230	230	1:15			
	C. A. White						230				
	D. O. Black						230				
	C. A. White	LEB	MPV	40	0:20	40	40	0:20			
	D. O. Black						40				
11/9	None	MPV	MPV	140	0:45	140		0:45			
11/10	None	MPV	BED	150	0:50				150		0:50
	G. B. Gray	BED	MPV	150	1:15				150	150	1:15
	B. T. Stone									150	
	E. O. Rock									150	
	C. A. White	MPV	SYR	220	1:15	220	220	1:15			
	R. S. Nelson						220				
	None	SYR	MPV	220	1:25	220		1:25			
11/12	S. M. Brown	MPV	DCA	450	3:00	450	450	3:00			
11/13	None	DCA	ILG	100	0:35	100		0:35			
	None	ILG	DCA	100	0:45	100		0:45			
	S. M. Brown	DCA	MPV	450	2:35	450	450	2:35			
11/14	O. R. Jones	MPV	BOS	150	0:55	150	150	0:55			
	T. M. Blank						150				
	None	BOS	PHL	300	2:05	300		2:05			
11/15	R. C. Small	PHL	MPV	350	1:50	350	350	1:50			
	W. G. Martin						350				
	S. M. Brown	MPV	BOS	150	0:55	150	150	0:55			
	J. C. Smart						150				
11/16	S. M. Brown	BOS	BTV	190	1:10	95	190	0:35			
	G. A. Grant								95	190	0:35
	Totals			4,205	26:30	3,810	6,140	23:50	395	640	2:40

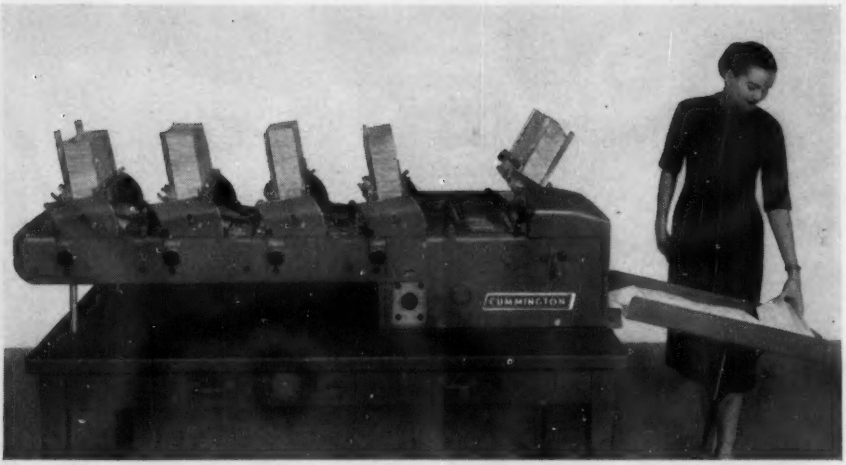
ing costs per plane mile, passenger mile and flight hour.

The number of items involved in private plane bookkeeping will not to be very numerous. A simple journal and a ledger are adequate to keep the neces-

COMPANY-OWNED PLANE #N1957D
COST OF OPERATION

	Month of	Year to Date
FIXED CHARGES:		
Services of Pilot and Mechanic		
Compensation Insurance		
Payroll Costs (O.A.B. and Unemp.)		
Depreciation		
Taxes		
Insurance		
Hangar Rental - Home Base		
Rental of Plane or Charter Service		
Airplane Stock Equipment		
Total Fixed Charges		
OPERATING EXPENSES:		
Gas and Oil		
Hangar Rental (Away)		
Landing and Parking Fees		
Small Parts and Miscellaneous Supplies		
Technical Data		
Telephone and Telegraph		
Pilot's Physical		
Pilot's Travel Expense		
Replacement Parts		
Repair Labor		
Reserve for Motor Replacement		
Total Operating Expenses		
Total Fixed and Operating Expenses		
Plane Miles:		
Number of Miles		
Cost Per Plane Mile		
Passenger Miles:		
Number of Miles		
Cost Per Passenger Mile		
Flight Hours:		
Number of Hours		
Cost Per Flight Hour		

sary cost records. After current bills have been recorded, a total can be taken, usually a few days after the first of the following month. It is then an easy matter to fill in the regular monthly Cost of Operation (above) report form to be forwarded to management personnel.



Now! AUTOMATIC MAIL INSERTING AT A PRICE EVERY MASS MAILER CAN AFFORD . . . .

FOR AS LITTLE AS $3,000.00, CUMMINGTON PROVIDES FAST, EASY, AUTOMATIC MAIL INSERTING

MAILING COSTS ARE SHARPLY REDUCED AND OFFICE EFFICIENCY IS SUBSTANTIALLY INCREASED. Cummington's automatic mail inserters gather from 1 to 6 enclosures, and stuff, seal, count and stack envelopes. An automatic postage meter can be attached.

CUMMINGTON MAIL INSERTERS HANDLE WIDEST VARIETY OF ENCLOSURES. There is no restriction on any field of Punched Cards. Three-quarter and full-length end folds and regular folds in a wide range of sizes are fed easily and efficiently into envelopes.

CUMMINGTON CORPORATION

718 Beacon Street, Boston 15, Massachusetts

SEND FOR FREE BULLETIN

CUMMINGTON CORPORATION

Please send free Cummington Bulletin O-3.

Name ..... Position .....

Company .....

Street .....

City ..... State .....

For More Information Circle No. 230

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For More Information Circle No. 259

HOW XEROGRAPHY and offset duplicating save $500,000 a year for the U.S. Army Signal Corps...

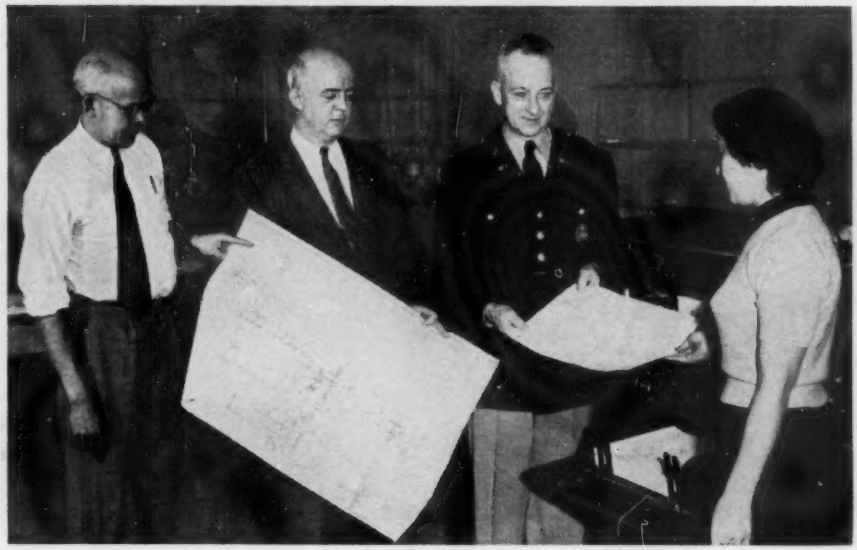

Photo shows typical 24"x36" drawing. Subject is reduced onto offset paper master (right) by xerography to 11"x17" size for runoff of multiple copies on offset duplicator.

The Army Signal Supply Agency, Philadelphia, Pa., is saving more than $500,000 annually by the use of xerography and offset duplicating in reproducing engineering drawings for invitations for bids.

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For More Information Circle No. 193

Right or Wrong
IN EMPLOYEE RELATIONS

A ROUNDUP of day-to-day employee problems and how they were handled by management. Each incident is taken from a true-life grievance which went to arbitration. Names of some principals have been changed.

Can You Discharge an Employee For Her Improper Attitude?

What Happened:

Wilma Snell was a pretty good worker, but had a very high opinion of her own superiority. Every time her supervisor gave her some instructions, Wilma made sarcastic remarks implying that the boss didn't know his business. Furthermore, Wilma was a great one to gossip, often leaving her desk to "yak-yak" with employees in other departments. Yet, her work was adequate.

In an effort to straighten her out, the office manager called Wilma into the office for a heart-to-heart talk. It didn't do much good, for she continued her indifferent attitude towards supervision. Fed up with her refusal to become part of the team, the company fired Wilma. When she protested the firing, she put it this way:

1. I didn't like my supervisor, but that's no crime.
2. I did my job. Nobody ever had to talk to me about my work.
3. I was never warned before I got fired. If my behavior was so bad, why didn't the supervisor give me a warning slip?

The company came back with these defenses:

1. Management doesn't have to put up with people who haven't the proper attitude. It makes for conflict and hostility.
2. Wilma didn't get warning notices because there was no one single incident which led to the action. It was an accumulation of small things which made it difficult for people to get along with her.
3. Management has a right to retain employees who are compatible, and doesn't have to put up with those who cause friction.

Was Wilma Snell:

RIGHT ☐ WRONG ☐

What Arbitrator Raymond S. Roberts Ruled: "It fairly appears that no single incident was sufficient to warrant discharge. But the overall attitude of the employee was sufficient to warrant the termination. An employee does not have the right to make light of management's instructions."

Can You Fire an Employee for Being Accident Prone If All His Injuries Are Minor?

What Happened:

The company was a real stickler for safety. It carried on a continuous campaign via bulletin boards, meetings and employee letters to get workers to develop safe working habits. One of the company's most stringent rules was that an employee must report every injury, no matter how slight.

Bill Sandes worked in the shipping department. In his job he had to handle a lot of cartons and twine. Within a 15-month period he cut or bruised his fingers some 15 times. As required by the company rules, he reported for first aid to the nurse each time. When this record came to the attention of management, Bill was discharged for "accident proneness."

He grieved, and the case came to arbitration where he argued:

1. These were all minor injuries.
2. Reporting these injuries was a company rule. In other companies, such trivial mishaps would not even come to management's attention.

The company took the position that:

1. There is no clear, precise line of demarcation between a safe and unsafe employee. The decision, therefore, must rest upon management.
2. By having so many injuries, even though slight, this employee indicated he was incapable of performing his job satisfactorily.
3. The job itself cannot be blamed because other employees didn't have to go to first aid anywhere near as often as Sandes.
4. An accident-prone employee might really hurt himself seriously, so we are taking a preventive step.

Was the Company:

RIGHT ☐ **WRONG** ☐

What Arbitrator Carroll R. Daugherty Ruled: "The company, by its right to set job standards, also has a right to

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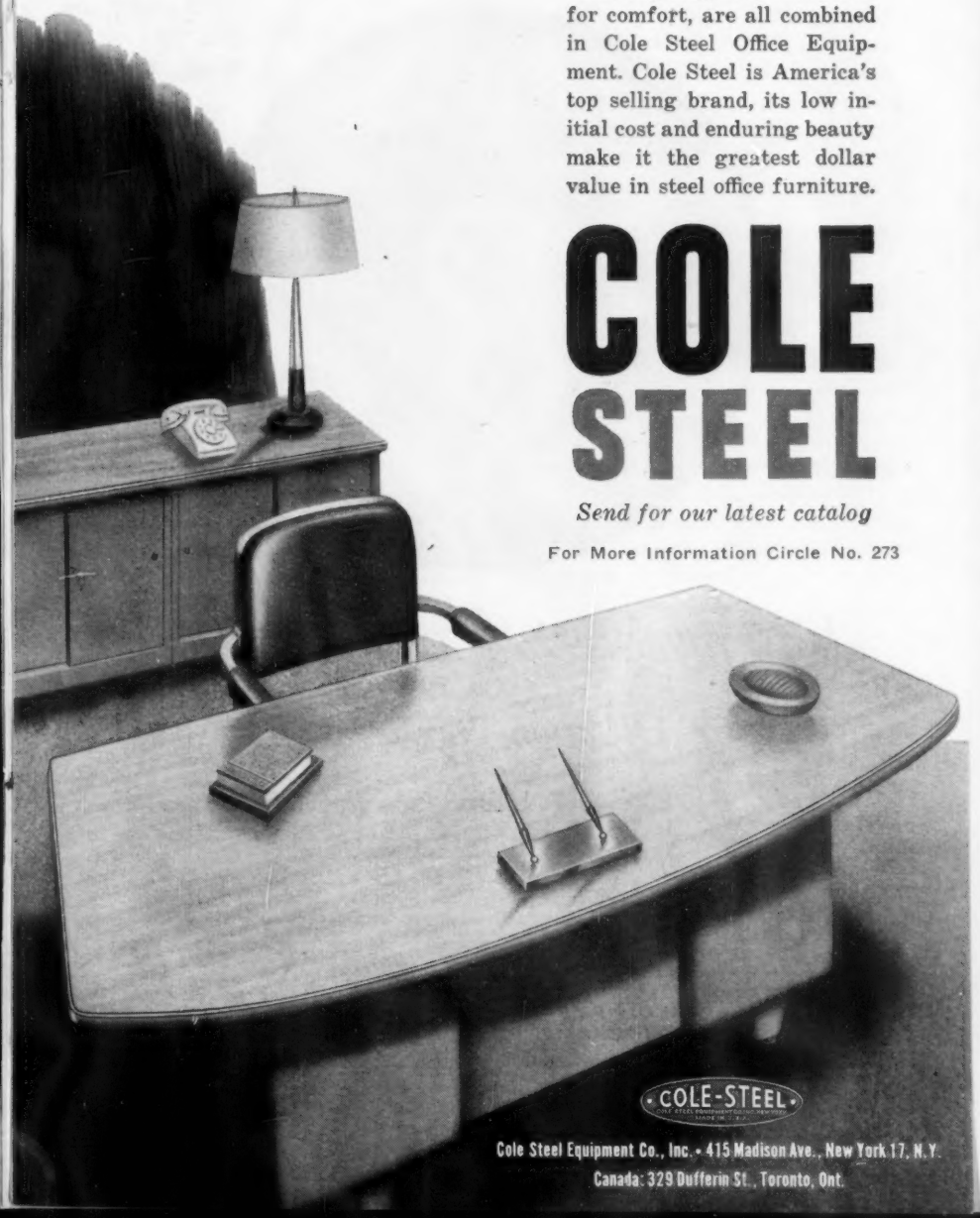

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For More Information Circle No. 227

determine whether a worker is capable of physically performing a job. It is also within the bounds of managerial discretion to set up a line of demarcation between a safe and unsafe employee, provided it exercises its authority in a nondiscriminatory fashion. The Arbitrator cannot prohibit or modify the right of a company to discharge an employee if the management has determined the employee to be unsafe, i.e., prone to accidents endangering his own welfare and/or that of other employees. Grievance denied."

Can You Discipline a Union Officer for Questioning the Integrity of Management?

What Happened:

Jack Hamilton complained to his union steward about not getting a merit raise. The steward suggested that they go and talk to the manager. When they got to the manager's office, he was out. The steward ordered the manager's secretary to "get him here quick." The girl called her boss on the inter-com.

The manager rushed to his office from the plant, and when he saw that he had been summoned to meet with the employee and steward, he was quite miffed. "What do you fellows want now? I'm very busy and don't have much time to give you," he said.

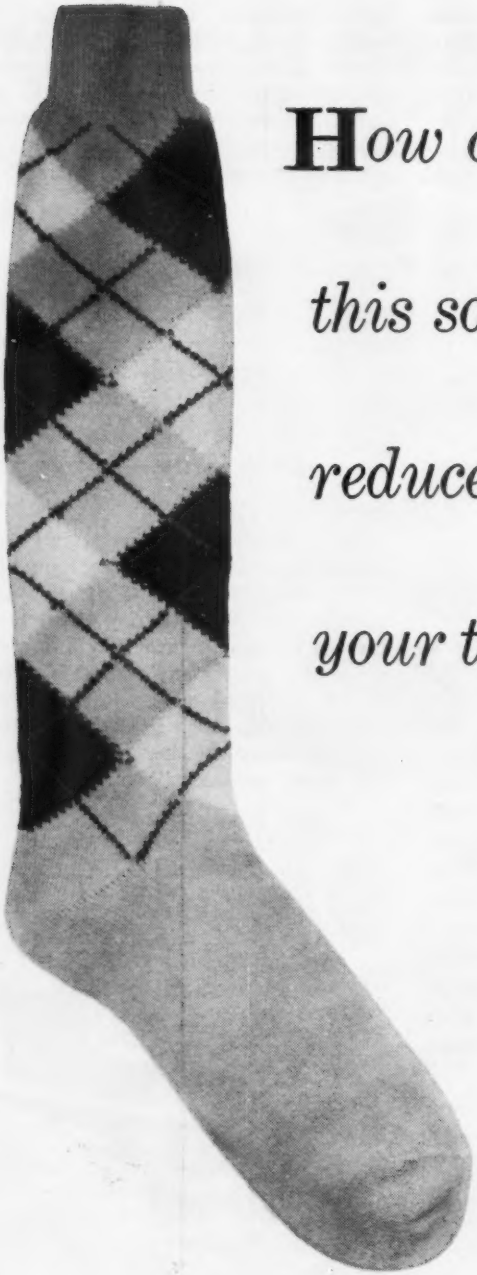
When he learned what their mission was, the manager got out Hamilton's personnel records, and discussed the reason for the turndown of the merit increase. The two men left. That evening, when the steward got home, he wrote a strong letter to the manager, accusing the management man of being "surly" and charged that the information in the employee's file was "false, misleading and ill-prepared."

The manager "blew his top" when he got this note. He called the steward in and gave him a week's suspension on the grounds of insubordination. The steward took issue, and when the case came to arbitration, he said that the words "false" "misleading" and "ill-prepared" were not directed personally at the manager, but were simply descriptive of the inadequate records that were being kept.

Was the Company:

RIGHT ☐ **WRONG** ☐

What Arbitrator Al T. Singletary Ruled: "I find that the letter contains language which, on the face of it, is offensive, and questions the integrity of the manager as well as the accuracy and reliability of the company's records. I feel that it is up to management to curb and discourage such improper conduct, and therefore, the one week's suspension is not excessive."



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For More Information Circle No. 264

38th Annual NOMA Conference in Los Angeles, May 12-15

THE WEST COAST will be the site of the 38th International Conference of the National Office Management Association this month when members convene in Los Angeles, May 12-15. Management authorities from American and foreign business, industry and educational fields will participate in the series of conferences.

Sessions begin at 2 p.m. on Sunday, May 12, with a chapter officers' council presided over by A. C. Spangler, NOMA assistant vice president. Floyd Guillot, NOMA president, will preside at a kick-off dinner, set for 6:30 p.m. Sunday, which will feature entertainment highlights of the conference and outstanding radio and TV personalities.

John S. Coleman, president of the U. S. Chamber of Commerce and presi-

The Los Angeles Statler will be the headquarters hotel for the NOMA conference and all technical sessions will be held here.

NOMA Conference Program

SUNDAY, MAY 12

2:00 p.m. CHAPTER OFFICERS' COUNCIL. A. C. SPANGLER, *NOMA Assistant Vice President.*

6:30 p.m. CHAPTER PRESIDENTS' DINNER: FLOYD GUILLOT, *NOMA President.*

MONDAY, MAY 13

10:00 a.m. KEYNOTE ADDRESS: JOHN S. COLEMAN, *President, U. S. Chamber of Commerce; President, Burroughs Corp., Detroit.*

11:00 a.m. ANNUAL BUSINESS MEETING. Election of officers.

2:00 p.m. TOO MUCH AUTOMATION—NOT ENOUGH HUMANATION: ALAN H. MOGENSEN, *Work Simplification Conferences, New York.*

2:00 p.m. FILM DOUBLE FEATURE: INTEGRATED DATA PROCESSING and SUPERVISORY PROBLEMS IN THE OFFICE. R. A. SCUDDER, *Standard Register Co., Dayton.*

3:00 p.m. BRAINSTORMING: B. B. GOLDNER, *La Salle College, Philadelphia.*

TUESDAY, MAY 14

9:00 a.m. HOW TO GET SUCCESSFUL EXECUTIVE ACTION: E. C. SCHLEH, *Schleh Associates, Minneapolis.*

9:00 a.m. FORMS CONTROL—PART I: FRANK M. KNOX, *Frank M. Knox Co., Cleveland.*

10:00 a.m. DEVELOPING SUPERVISORY TECHNIQUES: FRANK D. HURT, *W. A. Alexander & Co., Chicago.*

10:00 a.m. FORMS CONTROL—PART II: FRANK M. KNOX.

11:00 a.m. DEALING WITH OURSELVES BEFORE DEALING WITH OTHERS: ROBERT TANNENBAUM, *University of California, Los Angeles.*

11:00 a.m. THE GOLD MINE IN YOUR MAILROOM—PART I: H. A. BROOKS, *Pan American World Airways, Long Island City, N. Y.;* B. E. SHERWOOD, *American Airlines, New York.*

Noon THE HUMAN SIDE OF ELECTRONICS: W. S. BAGBY, *Pacific Mutual Life Insurance Co., Los Angeles.*

2:00 p.m. THE GOLD MINE IN YOUR MAILROOM—PART II: Moderator: ALDEN H. SYPHER, *Nation's Business, Washington, D. C.* Panelists: MAURICE H. STANS, *Deputy Postmaster General, Washington, D. C.;* OTTO K. OLLESEN, *Postmaster, Los Angeles;* C. E. PUSKAR, *Napus, Imperial, Pa.;* HOWARD A. BROOKS, *Pan American World Airways, Long Island City, N. Y.;* B. E. SHERWOOD, *American Airlines, New York.*

6:30 p.m. ANNUAL BANQUET. YOU MAKE THE DIFFERENCE: W. H. GOVE, *EMC Recording Corp., St. Paul.*

WEDNESDAY, MAY 15

9:30 a.m. TARGET FOR TOMORROW—THE WHITE COLLAR WORKER: HIRAM S. HALL, *Hall & Lange, New York.*

10:30 a.m. OFFICE UNIONIZATION: Moderator: JOHN N. GIVEN, *Los Angeles Junior College of Business.* Panelists: ROBERT D. GRAY, *California Institute of Technology, Pasadena;* RICHARD W. LUND, *Latham & Watkins, Los Angeles;* PAUL PRASOW, *University of California, Los Angeles;* HENRY K. SWENERTON, *Gladding, McBean & Co., Los Angeles.*

1:00 p.m. ANNUAL LUNCHEON. Presentation of convention prizes.

dent of Burroughs Corp., will deliver the conference keynote address at 10 a.m. on Monday and the annual business meeting will follow.

"Too Much Automation—Not Enough Humanation" is the lead-off topic of the first technical session Monday afternoon. Speaker Allan H. Mogensen, well known for his work simplification conferences, will point out the human factors in getting people to work smarter, not harder. Brainstorming, a subject of contemporary discussion, will be covered by Dr. B. B. Goldner, La Salle College, Philadelphia, at 3 p.m., Monday. This promises an adventure in solving problems by means of the free flow idea technique.

As a special "double feature" for Monday at 2, 3:30 and 5 p.m., there will be showings of two new films: NOMA's 35-minute film "Integrated Data Processing," and Series II of "Supervisory Problems in the Office." Questions from the floor will be answered by R. A. Scudder of Standard Register Co.

Concurrent sessions start at 9 a.m. on Tuesday, May 14, with "How to Get Successful Executive Action." E. C. Schleh of Schleh Associates, Minneapolis, will describe the best methods for achieving peak job effectiveness. At the same hour, "Forms Control—Part I," will consider how effective forms control can reduce company operating cost. Frank M. Knox, Cleveland, will deliver this address.

At 10 a.m., Frank D. Hurt of W. A. Alexander & Co., Chicago, will discuss the development of supervisory techniques, including the type of training necessary and supervisory responsibilities. Also at 10 a.m., Mr. Knox will present the second phase of forms control, including practical know-how and techniques for good forms design.

How to deal with ourselves before we deal with others will be described by Robert Tannenbaum of the University of California, when he plumbs questions such as what is our impact on others? and how do we use ourselves? The concurrent session at 11 a.m., Tuesday, is titled, "The Gold Mine In Your Mailroom—Part I," and it will show how a company's postal budgets can be cut 15%. Handling this topic will be How-

The Shrine Exposition Hall in Los Angeles where the office equipment show will be held during the NOMA conference.

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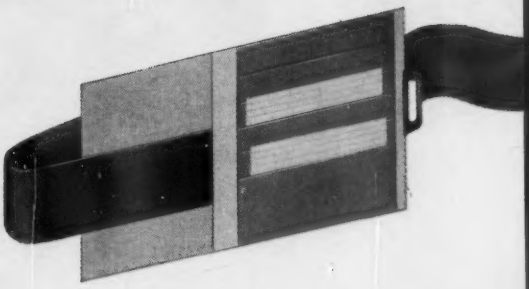

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ard A. Brooks, of Pan American World Airways, and Ben Sherwood of American Airlines. Part II of this session follows at 2 p.m. with a panel headed by M. H. Stans, Deputy Postmaster General. At noon on May 14, W. S. Bagby, Pacific Mutual Life Insurance Co., Los Angeles, will present electronics from a human relations standpoint.

To enable registrants to visit exhibits in the Shrine Exposition Hall, no technical sessions have been scheduled for Tuesday afternoon. This year's display of office equipment—machinery, furniture, systems and supplies—will include many new developments. Two months ago, 107 companies had signed up to exhibit. This is nine more than the number of exhibitors at the 1952 San Francisco Exposition, the last NOMA show

Exhibitors at the NOMA Conference In Los Angeles, May 13-16

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Davidson Corp.
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Ditto, Inc.
Joseph Dixon Crucible Co.
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Record Files, Inc.
Remington Rand Div., Sperry Rand Corp.
Revo-Files
RiteLine Corp.
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Smith-Corona, Inc.
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Standard Manifold Co.
Standard Register Co.
Swingline, Inc.
Tab Products Co.
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Times Facsimile Corp.
Todd Co.
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Varityper Corp.
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on the west coast. Exhibit floorspace has also increased by 10%. Exhibits will be open from noon to 10 p.m. on May 13, 14 and 15; and noon to 6 p.m. on May 16.

The Annual NOMA Banquet, at 6:30 p.m., Tuesday evening, will feature an address by W. H. Gove, ECM Recordings Corp., St. Paul, Minn., titled *"You Make the Difference!"* and based on the thesis that, when the executive learns to handle himself effectively, his job will handle itself.

The last day of the technical sessions begins at 9:30 a.m. with a provocative address "Target for Tomorrow—the White Collar Employee." Speaker Hiram S. Hall of Hall & Lange, New York, will tell of union plans to organize the "entire white collar population." At 10:30 a.m., a panel discussion on office unionization will cover the approaches that office management might employ to meet an aggressive unionization program. Panel moderator will be John N. Given, Los Angeles Junior College of Business. Panelists will be Richard W. Lund, Latham & Watkins, Los Angeles; Paul Prasow, University of California, Los Angeles; Henry K. Swenerton, Gladding, McBean & Co., Los Angeles; and Robert D. Gray, California Institute of Technology, Pasadena.

Two leaders in the field of office management will be honored during the conference. Irvin A. Herrmann, administrative assistant to the executive vice president and general manager of Servel, Inc., Evansville, Ind., will receive the 25th Leffingwell Medal for his technical contributions to the profession of office management. Mr. Herrmann is the author of the *Manual of Office Reproduction* (Office Publications Co.), the outstanding work in its field, and *Office Methods, Systems and Procedures* (Ronald Press).

Paul W. Goodrich, president of Chicago Title & Trust Co., has been selected for the 24th Annual NOMA Fellowship Award for his achievement as an executive who advanced to a position of top management responsibility through the work of the office.

The annual luncheon will conclude the conference sessions at 12:30 p.m Wednesday, Frank G. MacIlroy, first vice president, will preside. Prizes will be awarded to registrants attending the full four-day conference.

All events of the conference will be held at the Hotel Statler, Los Angeles. Persons desiring to register may contact the National Office Management Assn., Willow Grove, Pa., for registration forms and hotel reservations.

NOMA Discontinues Schulhof Awards

THE LATE
COLEMAN L. MAZE

ELSEWHERE in this issue of THE OFFICE is featured the program of the annual conference in Los Angeles later this month of the National Office Management Association. There will be very many among the thousands of loyal readers of THE OFFICE who are also NOMA members who will wonder why after all these years the Schulhof Awards are this year for the first time not being presented at the Annual NOMA conference to the two prize winning members. These lines are written in explanation.

The Schulhof Awards were initiated officially by the publisher of THE OFFICE in 1943, and when the idea for these awards was first conceived several years earlier, NOMA's membership was hardly more in the hundreds than it is today in the thousands. The relative handful of chapters scattered throughout the country had no basic pattern or formula for the conduct of chapter meetings and they were especially without substance in the programming of speakers, subjects and discussions to further educationally the member knowledge of professional office management. Actually, in those earlier days, office management was far from its present impressive status. The hundreds of men, since elevated from its ranks to top executive posts, then mostly held staff office jobs without front office recognition of the major contribution office management was making to overall business conduct. A four alarm fire, with a long term view of the comprehensive program that was needed, had to be set off.

Fortunately, there were men in office management work then who were willing to undergo this pioneering and quite thankless assignment. Though they were not by any means all NOMA men, a small core of spirited NOMA men were able to function with steadily growing success because of the added weight and dignity offered by a recognized and functioning association. None among these pioneers was more sincere and earnest, or for that matter more able, than the late Coleman Maze, one of NOMA's pioneers and national presidents. It was with Professor Maze that the publisher of THE OFFICE collaborated for fully two years prior to 1943 to point up the objectives and formulate a set of ground rules to govern the NOMA Schulhof Awards. Behind it all was the basic purpose of accelerating education in office management as a profession on the premise that it could be achieved only if done at the grass roots level, namely, by and within the chapters themselves. The profound ultimate worth and success of these Schulhof Awards through the years speak for themselves in the record. We think many award winners and other members will be saddened now to see them go.

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Postage costs drop immediately on jobs printed on brilliant new Fletcher FLECOPAKE titanium-filled bond. Replace 20-lb. non-opacified stock with new 16-lb. Fletcher FLECOPAKE for sparkling copies with less show-through. New Fletcher FLECOPAKE comes ready for use in convenient "Junior" cartons in cut sheet 8½ x 11 and 8½ x 14 sizes. Careful procedures used in FLECOPAKE manufacture minimize grain direction to prevent troublesome curling and wrap-around, and additional surface sizing makes this postage-saving sheet perform beautifully on offset duplicating machines — more uniform ink distribution, more rigidity, and less stretch or distortion. You'll like Fletcher FLECOPAKE's new "dual-purpose finish — prints equally well offset and letterpress. Made from 100% bleached chemical wood pulp, Fletcher lightweight companion papers — Alpenopake Bond, Alpena Manifold, and Fletcher Manifold — give smooth, trouble-free press performance, even in lightest manifold weights.

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For More Information Circle No. 351

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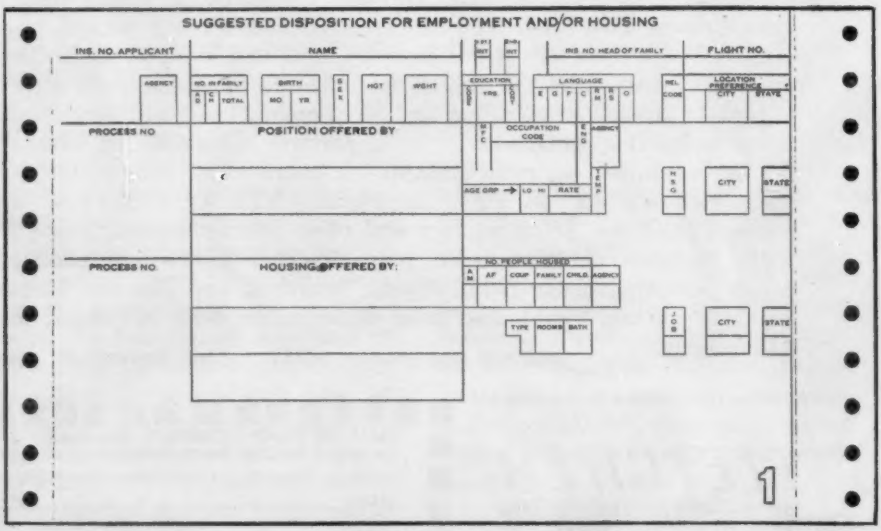
awards and honors to NOMA members should in the future emanate from within the organization itself and that all activities from the outside, like the Schulhof Award, are to be discontinued though of course the donor of these awards is, and has been, a NOMA member for some 20 years.

NOMA, of course, acts within its rights. It even conducts business shows, has published directories, issues advertising media and performs other services for profit. In not renewing permission for a continuance of the Schulhof NOMA Awards, it would seem to be a step that does not conform with the policy and practices of other similar non-profit organizations. We believe it departs from the idealistic and professional purposes underlying the objectives of the association as planned and visualized by its creators and pioneers. We are sorry these circumstances compel abandonment of the Schulhof Awards.

How ADP Helped Hungarian Refugees

AUTOMATIC DATA PROCESSING played an important part in the recent program of the President's Committee for Hungarian Relief to bring refugees into our country. When the first Hungarian refugees were being processed through the reception center at Kilmer, N. J., the manual classification system was a slow and laborious one which resulted in considerable delay in starting the refugees on the road to their new life in the U. S.

D. Gerald Ferry, district manager of Moore Business Forms, Inc., learned that International Business Machines Corp. was furnishing a punched card accounting machine installation at the reception center to speed the processing. Mr. Ferry offered the facilities and services of his company to contribute the



This six-part form was one of several used to process the Hungarian refugees.

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Circle No. 164

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Distributors in Principal Cities. Regional Offices: New York, 425 Park Avenue, PLaza 3-6692 • Chicago, 226 N. LaSalle Street STate 1-1383 • Los Angeles, 3563 Wilshire Boulevard. DUnkirk 5-2881.

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sensitized aluminum offset plate for the 1250 Multilith Series and the 221 Davidson

A product of Lithoplate, Inc., the new DupliKator Sensitized Offset Plate gives every job the "professional" touch, prints cleaner, clearer —and longer. It's *entirely new*, it's been field-tested . . . *It is the answer to faster, easier offset duplicating.*

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Also available—a handy Desensitizer Kit at the special price of $2.50.

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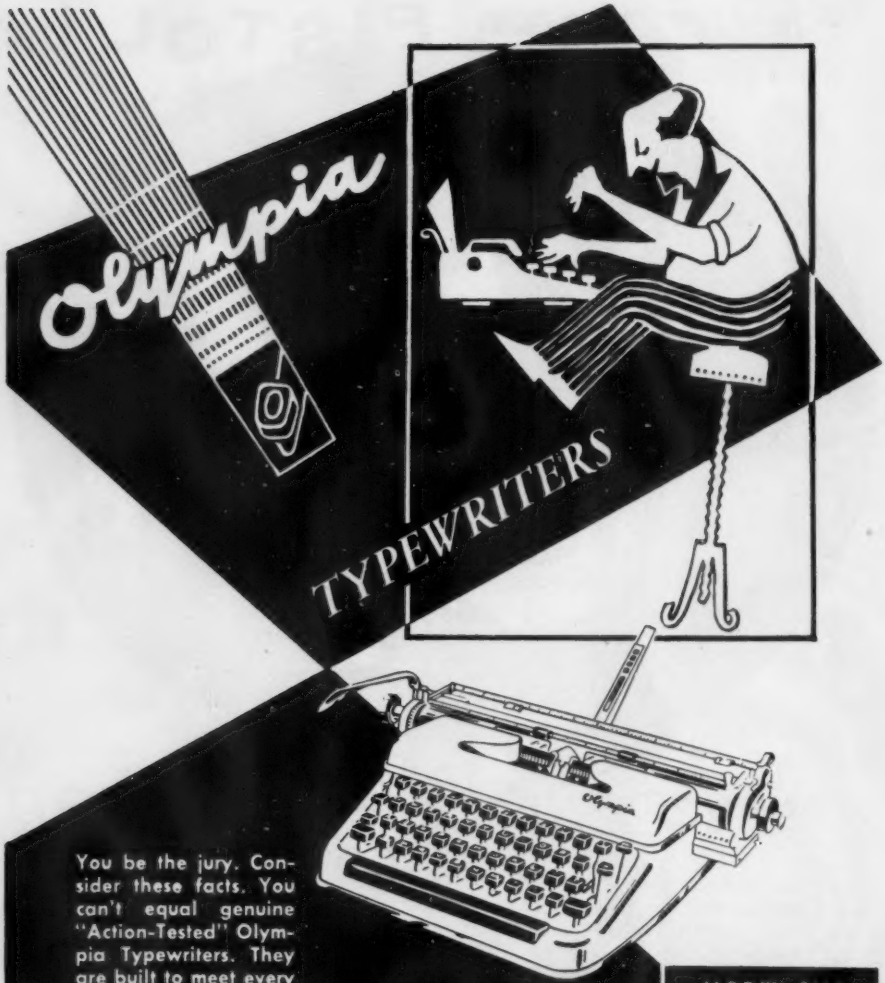
For More Information Circle No. 201



You be the jury. Consider these facts. You can't equal genuine "Action-Tested" Olympia Typewriters. They are built to meet every requirement a typewriter must fulfill. You can't beat OLYMPIA know-how that comes directly from our factory experts who design, build and test these famous typewriters. When you deal with us you are assured of the finest machines, the finest parts and the best possible deal. You will like our fair prices and consistently high quality.

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All of these have one common problem for the systems engineer —how to break down lists automatically into single tickets, each with selected information, but all with certain constant data.

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easy to clean

Gleams when cleaned with damp cloth. Resists alcohol, cigarette burns, etc.

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Heavy lamination of wood-grain plastic over 5/16" Presdwood. Won't slip—won't creep.

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Chairs glide smoothly over the mar-resistant surface. Not slippery. Chip resistant.

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This is the sensationally beautiful office chair mat that matches modern wood grain furniture. The new trend in interior design makes these mats a must for new installations, and they sell on sight to users of old-type painted or rubber mats. Available in Driftwood Gray, Walnut, Mist Green, and Desert Tan. Gleaming plastic (laminated to extra-thick Presdwood.) This "Executive" mat withstood more than 2,000,000 scuffs and abrasions in independent laboratory tests with little more than loss of surface gloss. Low cost, too.

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For More Information Circle No. 285

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For More Information Circle No. 271

For More Information Circle No. 298

everybody ...but EVERYBODY... wants my SWIFT

They rush in twenty times a day: "Where's the Swift?" The machine weighs only 6½ lbs. so it moves all around from office to office and desk to desk. My girl friend couldn't believe that this wonderful Swift adds and multiplies up to 10,000,000 with a flick of the wrist. Where she works they have only a heavy, non-movable machine and everyone has to "stand and wait" to use it. I showed her the visible dials, the large clear type, the two-color ribbon and even did 150 operations a minute for her.

P.S. Some of the men would like to take it home in its zippered case to finish work at night – but Me, *I lock it in my desk drawer!*

P.P.S. My beloved Swift costs only $99.50 plus tax

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Great Barrington, Massachusetts

For More Information Circle No. 226

New Products

PHOTOCOPIER

A. B. Dick Co., 5700 W. Touhy Ave., Chicago 31, Ill., announces the Model 112 Photocopy Duplicator which makes copies of book or magazine pages as well as single sheets of paper. The unit produces

a sharp black-on-white copy of any original material, including pen or pencil writing, color pictures and material printed on both sides of the page. Copies are produced on a non-wrinkling paper which handles easily and is suitable for filing. A copy of a handwritten ledger page can be obtained without removing the page from the book. For further flexibility, photocopying can be combined with offset duplicating to produce quantities of copies in a minimum of time. The unit accommodates an aluminum transfer offset plate and it takes less than two minutes to copy original material on this plate and start the offset duplicating operation. The plate will produce up to 5000 copies and may be filed for re-runs. Also, the photocopier uses slow negative paper and thus can be operated in strong room light. The unit's automatic timer can be set as necessary, depending on the sensitivity of the negative paper and the density of the original. Material to be copied is laid flat in the exposure section. This enables copying inflexible card stock. The flat exposure section protects the negative from outside light after exposure. This eliminates the need to make a print immediately. The negative can be left in the exposure section indefinitely if the operator is busy with other tasks. Maximum copy area is 9" x 14½" and original material up to 10" x 15½" can be put in the exposure section. **For More Information Circle No. 142.**

TYPEWRITER

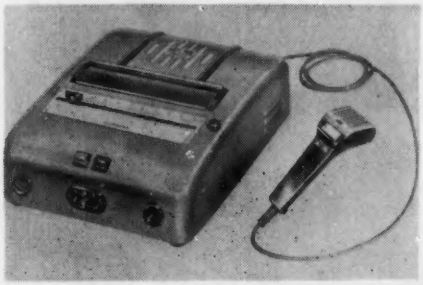
Smith-Corona, Inc., Syracuse 1, N. Y., makes the Pacemaker office economy model typewriter which will be sold through non-exclusive dealers at a suggested retail price of $179.50. The Pace-

maker is a full-size office typewriter with an all-around steel frame to support its quiet, speedy action. It has a standard keyboard (84 characters), single-shift lock, and comes in a smart two-tone color combination. Available in two carriage widths: 11" and 15" with pica or elite

type. Special type styles are also obtainable at extra cost. Margins are set quickly by simply sliding left and right hand margin stops to the desired position. Tabulation is easily accomplished by flicking a single lever located directly above the keyboard. Such Smith-Corona advances as half-spacing and interchangeable platens are standard on all Pacemakers. **For More Information Circle No. 135.**

DICTATING MACHINE

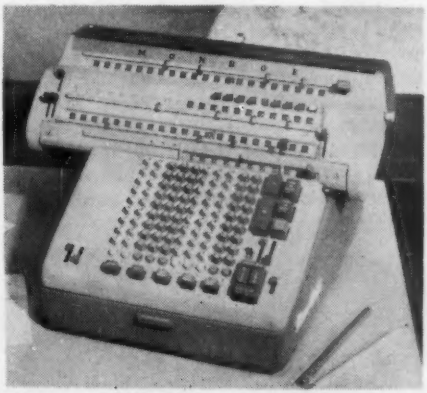
Vanguard Business Machines Div., Olkon Research Corp., 150 Sylvan Ave., Englewood Cliffs, N. J., announces the Executive Model U-2 Vanguard Magnetic Sound Letter Writer which can make a duplicate copy of any dictation or recording. The recordings are on 8¼" x 11" Mylar plastic sheets which may be folded and mailed, filed, erased, and used over and over again. Pushbutton microphone controls are synchronized with color coded controls on the machine to indicate whether it is in dictate or playback position. All dictation and playback are



controlled from microphone, including correction of errors, quick review and unlimited backspacing. Automatic volume control compensates for different voice levels in dictating. Other features include a conference recording circuit, telephone recording circuit, and interlocking controls to prevent accidental erasure of dictation. The machine quickly converts for transcription by replacing microphone with foot control or typewriter hand control, and plugging in confidential listening device. Machine has two speakers: one in microphone for confidential playback and one in machine for group listening or transcription without earset. After transcription, all dictation can be erased automatically. A Vanguard Secretarial Model W-2 is available for transcribing only. Exclusive dealer franchises available in some territories. **For More Information Circle No. 129.**

CALCULATOR

Monroe Calculating Machine Co., Orange, N. J., announces an advanced version of its duplex calculator, called the 88-N, which offers all the advantages of the 66-N, including Monroe's memory or accumulating dials, plus two important

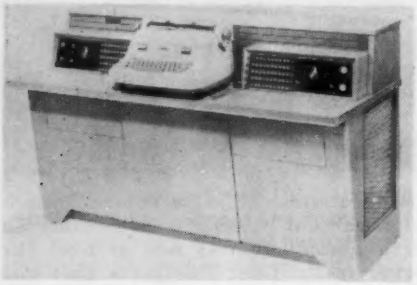


new features. Selective automatic division makes it possible to divide from the accumulating dials as well as from the lower result dials. This saves time and work, particularly in figuring averages, unit costs and in all types of formula work. Automatic dividend alignment operates for both dials. Monroe's three-factor multiplication has also been added to the 88-N, enabling it to enter the result of an addition, subtraction or multiplication as an automatic multiplier without setting keys. Used with the accumulating dials, this feature greatly reduces the time required for this frequently used operation. Accumulative and negative multiplication are fully automatic. Monroe's new 4-N calculator is a general

utility machine designed for the average business. Low in cost, it offers the basic Monroe features plus fully automatic division with dividend alignment. The machine, which comes in two capacities, has the Monroe single keyboard, dividend entry key for automatic clearance of dials and keyboard, and tab stops for automatic positioning of the carriage. **For More Information Circle No. 138.**

AUTOMATIC TYPEWRITER

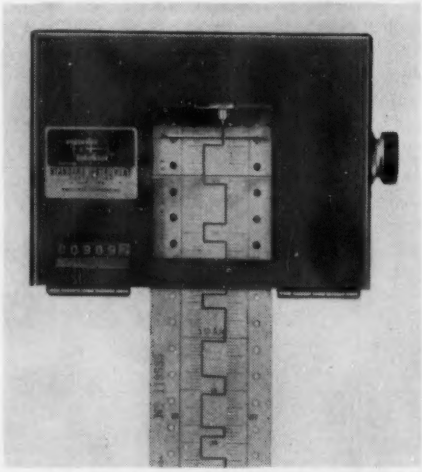
American Automatic Typewriter Co., 2323 N. Pulaski Road, Chicago 39, Ill., announces development of the Dual Selector Auto-typist Model 5660 for the production of large volumes of personalized repetitive correspondence. As with all Auto-typists, the Dual Selector may be used with any standard electric typewriter, operating at speeds up to 150 words a minute without error, and accommodates two record rolls with a total capacity of 500 typewritten lines in the form of individual paragraphs or separate complete letters. The Dual Push-



Button Selector will carry 100 or more different paragraphs, from which any combination of paragraphs can be automatically selected and typed. Also, as all Auto-typists, Model 5660 features automatic stops for the manual fill-in of personalized data. The Dual Selector Auto-typist is a complete, streamlined desk unit of smart appearance, engineered for maximum operator comfort and efficiency. The manufacturer states that an average typist, using the Model 5660 Auto-typist, can produce as many as 125 letters a day. Other features of Auto-typist are economy, errorless typing and complete personalized letters that have the appearance of being individually typed and personally dictated. The new machine measures 56″ wide, 30″ deep, 35″ high, and can be operated by one person. **For More Information Circle No. 121.**

PRODUCTION RECORDER

Heat-Timer Corp., 657 Broadway, New York 12, N. Y., announces the Model SR Recorder-Totalizer for recording office machine production. Production time is automatically recorded on a chronologically printed paper chart roll which, in normal office operation, need be changed only every four months. The time totalizer registers accumulated productive (on) time while the chart indicates the



exact clock time when the machine was operating and when it was not. The strip chart is sprocket driven for positive accuracy. The instrument can be supplied to register in hours and tenths, or minutes and tenths. An operations counter can be provided instead of, or in addition to, the time totalizer. The recording stylus makes a clearly defined line without use of ink, which eliminates the need for cleaning and refilling. A transparent autograph window allows viewing the chart and making handwritten notations

on it. An external knob makes it easy to set the chart for the correct time of day. The Recorder-Totalizer will record production of any type of equipment. It costs $65. Chart tape rolls are $1.25 each. **For More Information Circle No. 101.**

PRINTING CALCULATOR

Clary Corp., San Gabriel, Calif., announces its high-speed Clary Printing Calculator, with automatic multiplication, total transfer, decimal selection and

other advanced features. The 10-key machine applies short-cut methods to automatic multiplication and achieves high calculating speed. In multiplying operations, it prints only the multiplier, multiplicand and product, with their respective symbols, on the paper tape roll. All additions, subtractions and other calculations also are printed on the tape. Automatic total transfer permits the retention of a total so that it can be multiplied by any other number. The decimal selector enables the operator to position decimals in any sequence desired. All entries can be made on the calculator's single keyboard, composed of ten numerical keys, including the cipher. Other features include direct subtraction, automatic credit balance, red credits and credit totals, negative multiplication and electrified correction bar. Entry capacity is ten columns; totaling capacity 11 columns. The portable machine comes in the Clary beige finish. Competitively priced. **For More Information Circle No. 110.**

NYLON RIBBONS

Old Town Corp., Dept. 05, 750 Pacific St., Brooklyn 38, N. Y., makes Old Town Nylon + AF ribbons which are a blend of special absorbent AF fibers with nylon fabric. They combine the superior strength of nylon with the controlled reinking properties of the special AF fibers. Nylon + AF ribbons provide outstanding durability even on hard action machines and give clear, sharp copy for long periods of use. The Nylon + AF typewriter ribbon is heat-wrapped in moisture-proof cellophane and then packaged in an individual hermetically sealed tin container. **For More Information Circle No. 162.**

EXECUTIVE DESK

Shaw-Walker Co., Muskegon 8, Mich., makes the Carlyle Executive Desk with in-built conveniences to automatically organize current papers, reference material and the miscellany the executive must have at his desk. Work-Organizer drawer interiors eliminate searching and fumbling; save time and check irritation. The desk

top is always clear for current projects—even the phone is in the drawer. Three other time- and space-savers are in-drawer letter trays, in-drawer wastebasket and in-drawer Work-Organizer for pads, forms and pending projects. The center drawer is replaced by utility drawers at upper left and right. Drawers are partitioned to provide specific space for all work, working tools and personal items. Wood and cork interiors are used for warmth and to eliminate clatter. For convenience of left-handed people, interiors are reversible. Both utility drawers automatically convert into glass covered reference shelves by a slight turn of the knob. A personal letter drawer affords fingertip reference to 24" of cross-filed letter size records. Four automatic-tilting wobble blocks speed reference and prevent folder slumping. A new suspension slide permits rear of drawer to clear handle and makes its 24" 100% usable. Made in five models, three with overhang tops. Pictured is Fan Top Desk No. 8060-10; 81½" wide, 43" deep, 29" high.

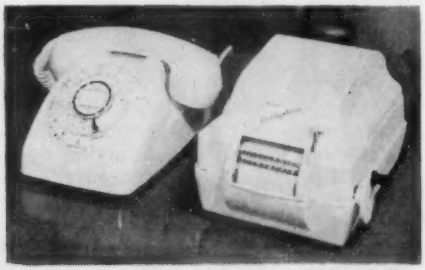
PHOTOCOPIER

Ampto, Inc., Newton 5, N. J., announces the Ampto 14 combination photocopy printer and processor, especially designed for use with slow transfer papers.

The machine is equipped with high intensity processing light so that even Ampto Lumolite, slowest transfer negative paper, can be used. Under normal room light, the slower the paper the less chance of fogging. The Ampto 14 is also designed for simplicity of operation and cleaning. It can be taken apart with a screwdriver in a few minutes. For the user primarily concerned with engineering drawings and specification sheets, the unit will copy on transparencies for making masters for additional copies by the diazo process, and negatives from which to burn-in negative presensitized offset printing plates. Handles copy up to 14" wide and of any length and will reproduce from multi-colored copy, opaque or transparent. The Ampto 14 retails at $424.50. **For More Information Circle No. 125.**

AUTOMATIC PHONE DIALER

Automatic Electric Sales Corp., 1033 W. Van Buren St., Chicago 7, Ill., announces the Dialaphone which makes it possible for a busy telephone user to call a number without dialing. The Dialaphone, about the same size as a desk model telephone, combines a revolving tape directory with a system of push-buttons. After receiving a dial tone, all a telephone user has to do is turn to the name of the person he wishes to call and push a button. Dialaphone does the rest.



The directory tape is prepared for delivery with the instrument, but additions can be punched into it. The device enables a user to "look up" any one of 850 telephone numbers in a fraction of the time required to do so in a standard directory. At the same time he arranges, automatically, to dial with the push of a single button. If a Dialaphone user encounters a busy signal he may hang up and redial as many times as necessary by pushing the button. The Dialaphone also may be used with a loudspeaking,

hands-free telephone to allow a caller to reach a number and converse without ever touching the dial or handset of his telephone. Dialaphone has been tested by operating companies of the General Telephone System. Users have found that it saves time and energy, as well as eliminates incorrect dialing. The manufacturers of the instrument believe it will increase in popularity with the growth of direct distance dialing, where ten or more digits must be dialed. Dialaphone is being distributed to owners of P-A-X business telephone systems and to certain independent telephone companies where testing of it has been completed. Persons interested should consult their local telephone company about the availability of Dialaphone in their area. **For More Information Circle No. 126.**

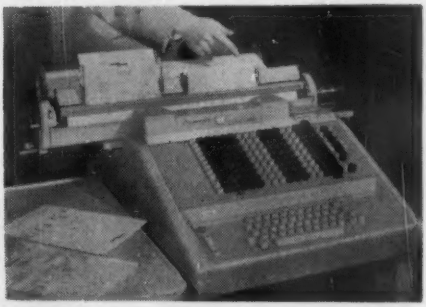
REMOTE DICTATING MACHINE

Dictaphone Corp., Dept. I, 420 Lexington Ave., New York 17, N. Y., announces a further development of remote power control with its Chairman Model Time-Master dictating machine. While the President Model features a hand microphone, the Chairman Model features a

desk microphone and is complete with all dictating controls located for finger-tip operation. Controls include start-stop, quick playback, correction marker and length-of-letter marker. Remote power control in both the Chairman and President Models offers advantages in dictating convenience. Both the recording and transcribing machines are centralized with the secretary so she can fully supervise the entire communication facility. The dictator has full control but only the microphone and controls are on his desk. The Chairman Model is designed for executives and professional men who prefer a desk microphone. **For More Information Circle No. 141.**

ACCOUNTING MACHINES

Burroughs Corp., Detroit 32, Mich., announces their Typing Sensimatics which combine an 84-character, full-keyboard electric typewriter with a high-speed, accumulating register accounting machine. The ten models all feature a natural slope typewriter keyboard with 42 keys scientifically placed for speed



and ease of operation. Overall size is only slightly larger than the conventional Sensimatic, although there is space on the typing line of the carriage for 182 characters to permit complete alphabetic description. The Typing Sensimatic can be used with standard forms as well as customer-designed posting and accounting systems. Styles F1301, F1302 and F1303 each have nine registers, two crossfooters and 22″ carriage as standard equipment; Styles F1401, F1402 and F1403 have eight registers, one crossfooter and 22″ carriage; Styles F1501, F1502 and F1503 have 18 registers, one crossfooter and 22″ carriage; and Style F1506 has 18 registers, one cross-footer and 18″ carriage. Typewriter mechanism is a box 2″ wide by 1″ high, containing

top is always clear for current projects—even the phone is in the drawer. Three other time- and space-savers are in-drawer letter trays, in-drawer wastebasket and in-drawer Work-Organizer for pads, forms and pending projects. The center drawer is replaced by utility drawers at upper left and right. Drawers are partitioned to provide specific space for all work, working tools and personal items. Wood and cork interiors are used for warmth and to eliminate clatter. For convenience of left-handed people, interiors are reversible. Both utility drawers automatically convert into glass covered reference shelves by a slight turn of the knob. A personal letter drawer affords fingertip reference to 24" of cross-filed letter size records. Four automatic-tilting wobble blocks speed reference and prevent folder slumping. A new suspension slide permits rear of drawer to clear handle and makes its 24" 100% usable. Made in five models, three with overhang tops. Pictured is Fan Top Desk No. 8060-10; 81½" wide, 43" deep, 29" high.

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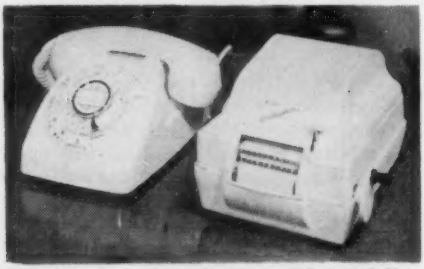
AUTOMATIC PHONE DIALER

Automatic Electric Sales Corp., 1033 W. Van Buren St., Chicago 7, Ill., announces the Dialaphone which makes it possible for a busy telephone user to call a number without dialing. The Dialaphone, about the same size as a desk model telephone, combines a revolving tape directory with a system of push-buttons. After receiving a dial tone, all a telephone user has to do is turn to the name of the person he wishes to call and push a button. Dialaphone does the rest.



The directory tape is prepared for delivery with the instrument, but additions can be punched into it. The device enables a user to "look up" any one of 850 telephone numbers in a fraction of the time required to do so in a standard directory. At the same time he arranges, automatically, to dial with the push of a single button. If a Dialaphone user encounters a busy signal he may hang up and redial as many times as necessary by pushing the button. The Dialaphone also may be used with a loudspeaking,

hands-free telephone to allow a caller to reach a number and converse without ever touching the dial or handset of his telephone. Dialaphone has been tested by operating companies of the General Telephone System. Users have found that it saves time and energy, as well as eliminates incorrect dialing. The manufacturers of the instrument believe it will increase in popularity with the growth of direct distance dialing, where ten or more digits must be dialed. Dialaphone is being distributed to owners of P-A-X business telephone systems and to certain independent telephone companies where testing of it has been completed. Persons interested should consult their local telephone company about the availability of Dialaphone in their area. **For More Information Circle No. 126.**

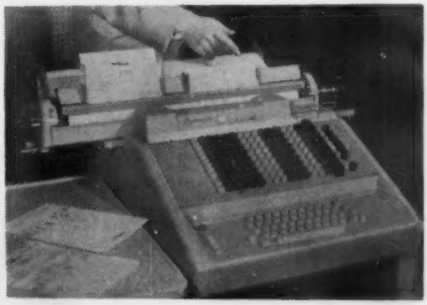
REMOTE DICTATING MACHINE

Dictaphone Corp., Dept. I, 420 Lexington Ave., New York 17, N. Y., announces a further development of remote power control with its Chairman Model Time-Master dictating machine. While the President Model features a hand microphone, the Chairman Model features a

desk microphone and is complete with all dictating controls located for finger-tip operation. Controls include start-stop, quick playback, correction marker and length-of-letter marker. Remote power control in both the Chairman and President Models offers advantages in dictating convenience. Both the recording and transcribing machines are centralized with the secretary so she can fully supervise the entire communication facility. The dictator has full control but only the microphone and controls are on his desk. The Chairman Model is designed for executives and professional men who prefer a desk microphone. **For More Information Circle No. 141.**

ACCOUNTING MACHINES

Burroughs Corp., Detroit 32, Mich., announces their Typing Sensimatics which combine an 84-character, full-keyboard electric typewriter with a high-speed, accumulating register accounting machine. The ten models all feature a natural slope typewriter keyboard with 42 keys scientifically placed for speed

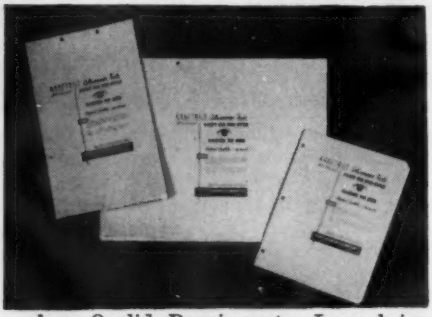


and ease of operation. Overall size is only slightly larger than the conventional Sensimatic, although there is space on the typing line of the carriage for 182 characters to permit complete alphabetic description. The Typing Sensimatic can be used with standard forms as well as customer-designed posting and accounting systems. Styles F1301, F1302 and F1303 each have nine registers, two cross-footers and 22″ carriage as standard equipment; Styles F1401, F1402 and F1403 have eight registers, one cross-footer and 22″ carriage; Styles F1501, F1502 and F1503 have 18 registers, one crossfooter and 22″ carriage; and Style F1506 has 18 registers, one cross-footer and 18″ carriage. Typewriter mechanism is a box 2″ wide by 1″ high, containing

84 type dies including alphabetic characters, symbols and fractions. Depressing a typewriter key causes the type box to move laterally and vertically until the selected type character is positioned in front of a plunger arm which strikes the type, driving it against the platen to print the letter or number. Typing position is approximately 4" to the left of the carriage stop position for amounts. Typing mechanism is inactive when platen is not in typing position. The machines' features, plus electric operation, result in high speed, convenient alphabetic listing and posting with all printing in clear view of the operator, less operator fatigue and easy forms insertion. **For More Information Circle No. 133.**

COLUMNAR SHEETS FOR REPRODUCTION

Ross-Martin Co., Box 800, Tulsa 1, Okla., announces the Kraftbilt line of columnar sheets for reproducing sharp copies on all copying machines including the Thermo-Fax. In addition to sheets for copying on all photocopiers, translucent work sheets are made for diazo machines



such as Ozalid, Bruning, etc. In each instance, Kraftbilt columnar ruling reproduces sharp and clear. Pads come in more than 300 styles and sizes, punched and unpunched, with up to 30 columns for listings from 1000.00 to 10,000,000.00. The line includes engineering sketch and graph sheets, and horizontal ruled pads without column rules. Literature lists and describes all sheets. For a copy, **Circle No. 148.**

OFFSET PAPER PLATE

Times Facsimile Corp., Stenafax Div., Dept. 05, 540 West 58th St., New York 19, N. Y., offers Planofax Type N paper offset masters, a refinement of the type S plate which has been made for several years. It differs from the latter in that there is no longer a plastic top-coating to be removed. The recording is made directly into the plate. Characteristically it is very similar to Timefax NDA single copy paper. By avoiding the necessity of recording through a coating

to transfer the image, much sharper detail, finer lines and more solid blacks are obtainable. The Type N plate is made up of a base sheet of wet-strength paper, coated with an ink receptive material which is covered with an electro-sensitive top-coating. Wherever recording takes place, ink will be transferred on the offset press, while the unrecorded areas, when wet, will repel the ink. Planofax Type N plates for use with offset duplicators are N-15A-10-pin-bar punching; N-15B-10-straight edge; N-15C-10-slotted punching. Plates are packed 100 sheets per package. If 9" wide plates are needed for use with some models of Stenafax machines, this width can be had on special order. **For More Information Circle No. 144.**

How to be a "*clean desk*" man

A new Organized Desk with an ingenious ability to lend a hand to a man at his work

Ever noticed the amount of useless stuff that drifts around on top of a desk? And a lot of desk drawers too are in the same state of clutter.

This condition gets in the way of a lot of work. It's the reason why the new Shaw-Walker Organized Desk is such a big help in getting things done.

Move in behind one of these Organized Desks and you make a clean sweep of clutter. Your desk top is cleared and *stays* clear. Here's how it's done!

Work Organizer drawer interiors provide specific space for letter trays and all other work and working tools. Everything is organized for quick finding without hunting. Two revolutionary advances are, drawer space for your wastebasket and telephone. **The booklet, "Time and Office Work,"** is packed with ideas for *stretching* office time. 36 pages! Many color illustrations! Write today, on business letterhead to: Shaw-Walker, Muskegon 8, Michigan.

"Built Like a Skyscraper"

SHAW-WALKER Largest Exclusive Makers of Office Equipment Muskegon 8, Mich. Representatives Everywhere

an entirely

NEW

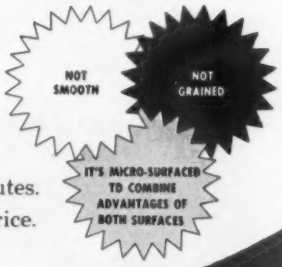
offset duplicator plate... only

37¢

DUPLIKATOR

sensitized aluminum offset plates

MICRO-SURFACED



Now, after years of laboratory development and field-testing here's the *new*, entirely *new* DupliKator Sensitized Offset Plate. Gives every offset job the "professional" touch . . . prints heavier solids, cleaner, clearer halftones, sharp, accurate line work. Easier, faster to process . . . ready for the press in minutes. You can't buy a better plate at even twice the price. Send coupon for literature or a demonstration.

HARRIS SEYBOLD COMPANY

LITHOPLATE, INC.
A Harris Subsidiary
278 N. Arden Drive, El Monte, California
5308 Blanche Avenue, Cleveland 17, Ohio

For More Information Circle No. 272

LITHOPLATE, INC. Dept. A
278 North Arden Drive, El Monte, Calif.

☐ Please send literature on New DupliKator Plates
☐ Arrange for a Free Demonstration

name _____
company _____
address _____
city _____ state _____
your dealer's name _____
address _____
city _____ state _____

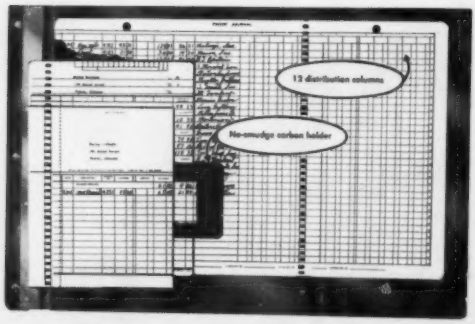
MAGNETIC TAPE TRUCK

Remington Rand Div., Sperry Rand Corp., 315 Fourth Ave., New York 10, N. Y., offers a Mobile Magnetic Tape Truck which not only houses and protects, but also transports. Good design has been combined with mobility and practicability. It is light enough so that a girl can easily remove it from vault to point-of-use, yet it's engineered to provide easy filing accessibility plus maximum protection. The sturdy steel construction has a gray wrinkle finish. There

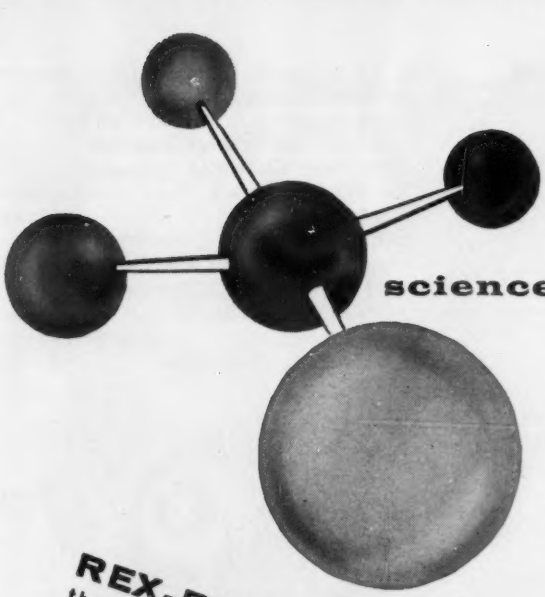
is a removable recessed accessory tray with two compartments at one end. The opposite end has a convenient handle and label holder for proper identification. Each bin also has its individual label holder. Extra housing is provided at the bottom. There are two basic truck units. One is designed with either two or four reel sections of 25 bins each to accommodate a total of either 50 or 100 8"-diameter reels. The other accommodates the same number of 11"-diameter reels. For complete security, all trucks are equipped with locking device, one lock controlling one reel section of 25 bins. **For More Information Circle No. 159.**

PEGBOARD SYSTEMS

C. E. Sheppard Co., 4403 21st St., Long Island City 1, N. Y., announces two additions to its line of Multi-Rite pegboard accounting systems. The Multi-Rite Mercury Pegboard is designed to speed posting of accounts receivables and eliminate errors by means of a slider-rail positioning feature which instantly moves statement and ledger card to the next open writing line of the journal, creating three records in one posting. The Mercury pegboard also prepares payrolls, permitting multiple postings with one entry on pre-shingled checks (or cash pay statements) and on the journal, with speed and accuracy. The Mercury board is compact and portable; is made of mahogany-grain Formica on a tempered Masonite base with nickel-plated brass pegs. The system is available with new Multi-Rite No-Smudge carbon holder which eliminates the need to attach a carbon to the statement.



Another addition to the Multi-Rite line is a pegboard system for insurance agency record keeping, designed by Multi-Rite systems engineers in conjunction with insurance accountants. It serves all accounting requirements of insurance agencies on account current or billing basis and one pegboard serves four different insurance agency accounting operations. Tested and proven in actual use, the insurance system creates multiple records in one posting for premium billing, premium returns, cash receipts and assigned risk. It requires no special training and comes complete with all necessary forms. For Multi-Rite Catalog A, **Circle No. 106.**



Since Gutenberg invented the movable type, printing has gone a long way... beautiful reproductions are now made in this highly developed art.

science and printing

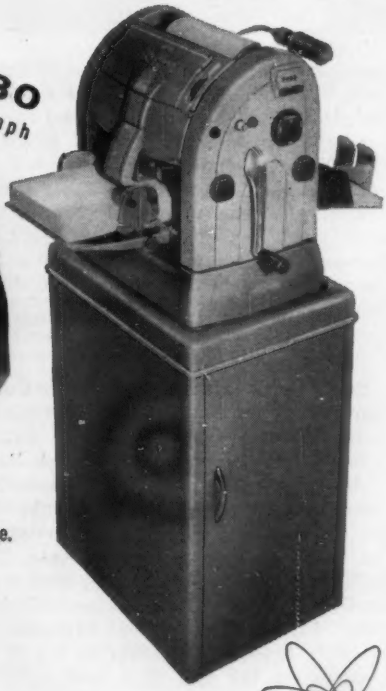
Electronics entered the field of stencil duplicating and virtually made a printing press out of the Rex-Rotary D-280.

Electro-Rex will electronically cut a stencil from any type of graphic matter... the moment you need it.

Combination of the famous fully automatic Rex-Rotary D-280 and Electro-Rex enables anyone in your office to reproduce anything in graphic art...and you get your printing faster than ever before.

REX-ROTARY D-280
the thinking twin-cylinder mimeograph

ELECTRO-REX
the finest electronic stencil cutter



Ask for a free demonstration and an Electro-Rex ABC booklet at no charge.

RR DUPLICATOR

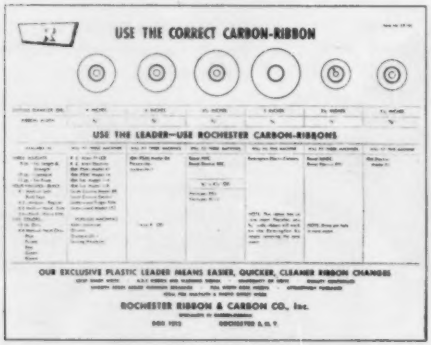
REX-ROTARY DISTRIBUTING CORP.

387 FOURTH AVENUE
NEW YORK 16, N. Y.

For More Information Circle No. 202

CARBON RIBBON GUIDE

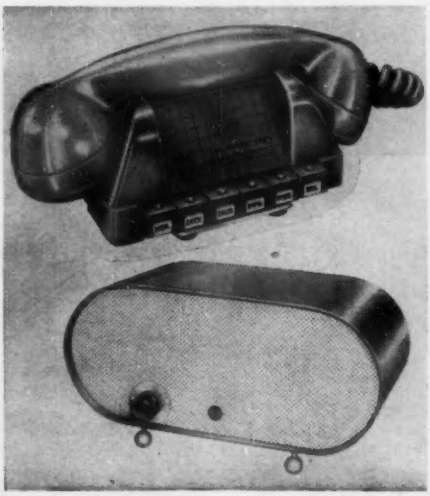
Rochester Ribbon & Carbon Co., Dept. F, Box 1212, Rochester 3, N. Y., offers a useful guide to carbon ribbon selection that is an effective sales aid. The guide features a chart in two colors showing all six basic diameter carbon ribbons, and the carbon ribbon typewriters that each will fit, including American and



popular foreign machines. In addition, the guide shows how to select the proper weight and finish to give the best results for various uses and those best suited to the different type faces provided on carbon ribbon typewriters. The guide is available in size 8½" x 11" (Form CR-102) or 17" x 22" (Form CR-102-A). Interested dealers will be furnished either size on request. For a copy of the chart, Circle No. 112.

INTERCOMS

Connecticut Telephone & Electric Corp., Meriden, Conn., announces improvements to its line of low-cost, two-to-ten station Direct-A-Call telephone systems. A BusiLight adds extra privacy to inter-office communication because its red light signal automatically notifies all parties on the line that the system is in use. The six-button Direct-A-Call Telephone with BusiLight operates from a standard electrical outlet and uses no batteries or tubes. It can be used either on top of or mounted on the side of a desk without alterations of any kind, occupying only a 4" by 6" space. The BusiLight feature prevents annoying interruptions by people breaking in on the line. Informal inter-office conferences may still be held without any additional equipment or cost. The Direct-A-Call links private telephones in offices, where privacy is important, with two-way loudspeakers in work areas where workers can listen or speak over the intercom, leaving their hands free for their jobs. Molded of impact-resisting, light gray thermoplastic in a modern design, the Direct-A-Call can be



installed by the user. Its compact power supply is simply plugged into any 110-volt outlet. A single cable the diameter of a pencil, links the entire telephone system. There are no soldered connections to make and the only tool needed is a screwdriver. In a typical two-to-ten phone installation, any phone can call any other in the system by pressing the appropriate button on the phone base. Sold through authorized and franchised dealers who are being appointed throughout the U. S. A six-button Direct-A-Call without BusiLight is available at lower cost; as is a budget-priced four-button telephone. For More Information Circle No. 123.

And Only Copyflex Copying Gives You All These One-Writing Benefits for a Penny-A-Copy!

You owe it to yourself and your company to get the important savings offered by the revolutionary one-writing method made possible by Copyflex copying machines. With Copyflex, you write basic information only once—subsequent paperwork needed to complete any systematized business operation is mechanically accomplished with Copyflex without costly, time-consuming clerical copying. *Only* with Copyflex copying do you get all these important benefits for a penny-per-copy:

SPEED! It takes only seconds to make sharp, black-on-white Copyflex copies . . . directly from originals! You can make any number of copies from the same original —all as sharp and readable as the first.

ECONOMY! Letter-size copies cost less than a penny each for materials. And your Copyflex machine requires no special installation or auxiliary equipment, is economical to operate.

VERSATILITY! With Copyflex, you can copy anything typed, written, printed, or drawn on ordinary translucent paper. You can make copies on white or color-tinted paper, on cardstock, or on film.

SIMPLICITY! Anyone can operate Copyflex. Simply insert the original and sensitized sheet, and back comes the copy. No negatives, masters, stencils, or plates required.

Copyflex Desk Top Model 110 shown above copies originals 11 inches wide by any length. Only $555. Other models available to copy originals up to 54 inches wide. Copyflex machines are ideal for office use—absolutely clean, quiet, and odorless! They will fit readily into your present systems. Mail coupon today—it can mean big savings for you.

BRUNING Copyflex

Copies anything typed, written, printed, or drawn on ordinary translucent paper—in seconds.

Offices in 37 Cities of the U. S. and Canada

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Please send me information on ☐ Copyflex. And how the one-writing method can help me speed: ☐ Purchasing-Receiving ☐ Order-Billing ☐ Production Control ☐ Accounting.

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Company_____

Address_____

City_____ County_____ State_____

For More Information Circle No. 215

Save up to 80% in type composition with the Friden Justowriter®

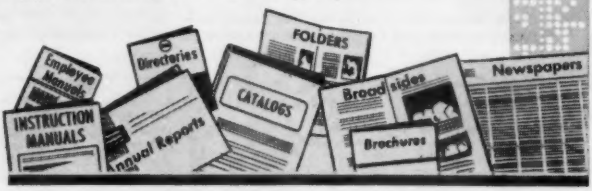
You can save by installing the Justowriter automatic tape-operated composing machine in your office. With the Justowriter it is no longer necessary to buy costly typewriter or hot metal composition. Any typist can set clean, sharp, justified (even margins) professional composition right in your office. Copy can be set directly on any duplicating master or reproduction proof paper.

This means that you can save money on every printing job, large and small. You can set justified composition for all the applications listed below.....and many more too.

It's as simple as this: One keyboarding on the Justowriter Recorder produces visible copy and a punched paper tape. The tape operates the Justowriter Reproducer to set sharp, justified, direct image plates or reproduction proofs....automatically at 100 words per minute. Fourteen different type styles are available in sizes from 8 to 14 point. Author's alterations or changes can be made easily by duplicating the tape.

Hundreds of companies are now saving up to 80% in composition costs with the Friden Justowriter. Write today for actual cost-saving facts.

The above copy was set on the Justowriter



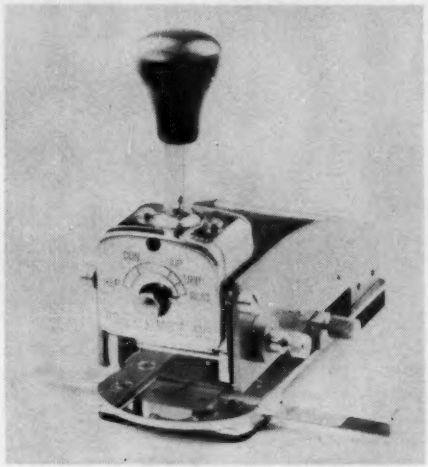
Friden Calculating Machine Company, Inc.
COMMERCIAL CONTROLS CORPORATION, Subsidiary
DEPT. O-57, 1 LEIGHTON AVE., ROCHESTER 2, N.Y.

Sales and service throughout the world

For More Information Circle No. 222

CARBON COPY NUMBERER

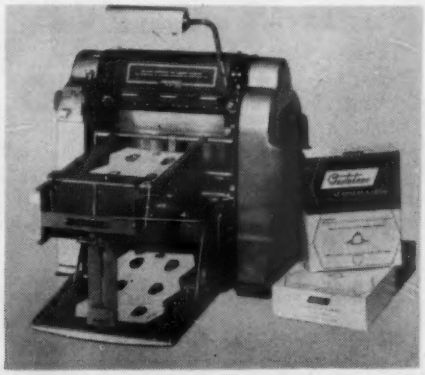
Heller Corp., 700 Jamaica Ave., Brooklyn 8, N. Y., announces the Roberts 88, a desk type numbering machine with a platform and reversible non-metallic platen which permits numbering up to 20 carbon copies at one time. User has a choice of nine interchangeable printing



heads including one for vertical numbering. Machine's handle and printing head swivel forward and back as one unit for convenience in resetting wheels and compactness in stowing machine. There is a storage chamber in machine for extra ink pads. Made in polished chrome plate with red plastic striking knob, machine has a 4"-throat and reversible positioning gauges. **For More Information Circle No. 146.**

AUTOMATIC SLIPSHEETER

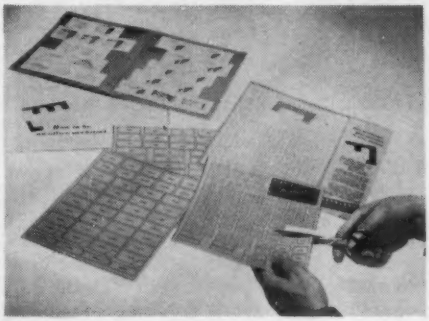
Gestetner Duplicator Corp., 216-222 Lake Ave., Yonkers, N. Y., announces the addition of an Automatic Slipsheeter to its line of stencil duplicators and supplies. The Slipsheeter (for use with Models No. 260, 230, 225, Mark II) can be easily attached to or removed from the machine. It has few working parts, and is of metal construction finished in hammer fawn baked enamel to match the Gestetner machines. It will operate at variable speeds and uses large or small slipsheet cards made of highly absorbent stock, which is sturdy enough to with-



stand long use. The supply of cards may be replenished while the duplicating machine is in operation. **For More Information Circle No. 119.**

FURNITURE LAYOUT KIT

Peerless Steel Equipment Co., 6600 Hasbrook Ave., Philadelphia 11, Pa., offers free office furniture layout kits. All that is needed is a pair of scissors and a Peerless Modulette Catalog No. 121. From the catalog, select the modular



units best suited to your requirements. Then cut out the equivalent units from the printed outline sheets included in the kit. Place the units in position on the printed floorplan provided, which is scaled ⅜" to 1 ft. Layout changes can be made as desired and the resulting final

layout should be the best one for floor-space conservation and worker efficiency. For a free layout kit, **Circle No. 127.**

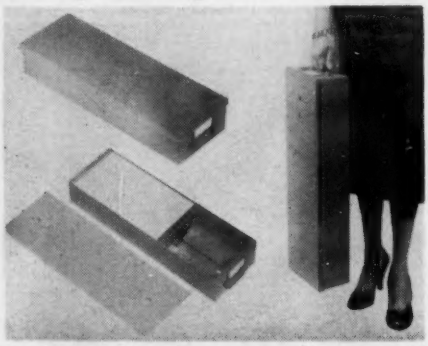
COLLATING STACKING BIN

Thomas Collators, Inc., Dept. B, 50 Church St., New York 7, N. Y., offers a stapling stacking bin for use with Thomas electric powered and manual collators. The unit is 28" high, 13" wide and 13½" deep, made of heavy steel and finished in Plex-tone gray. It weighs 32 lbs. and speeds the assembling and fastening of large quantities of sheets into sets. The stapling shelf, finished in a black scratch and mark resistant composition, accommodates all popular makes

of automatic electric staplers including Bates, Staplex and Bostomatic. The stacking bin, into which collated sets are dropped and stacked, either stapled or unstapled, will accommodate legal size papers at 14" deep and, through use of a removable tray insert, will handle 11" paper. Design permits stacking unstapled sets in offset piles, eliminating criss-crossing and later uncrossing before stapling. In use, the stapling stacking bin is positioned to right or left of the collator to suit the convenience of the operator. The unit retails at $35. **For More Information Circle No. 124.**

TAB CARD CARRYING TRAY

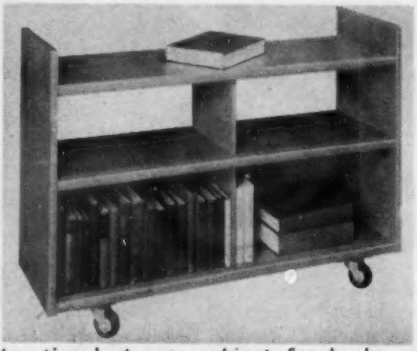
Record Files, Inc., Box 581, Wooster, Ohio, makes R.F.I. Tabulating Card Transport Units of all steel construction with removable lid that is fastened to the tray by a sliding bolt at each end. A stacking feature permits safe vertical



stacking while in transit. The tray is equipped with a positive lock channel and, with lid removed, the transport tray can be inserted in No. 3016 series shells to be used as a file. Card capacity is 3,000. Outside dimensions are 7⅞" wide, 4⅛" high and 23¾" deep. **For More Information Circle No. 134.**

BOOK TRUCK

Brunswick-Balke-Collender Co., 623 S. Wabash Ave., Chicago 5, Ill., makes the Brunswick book truck which provides a



two-tiered storage cabinet for books as well as a mobile means of distributing and collecting books. Shelf dimensions of

"REALLY PERFECT COPIES, TOO"

Production time is vital these days. Standard's newly engineered Ream Feeder saves the time of frequent reloading. It holds 500 sheets of 20 pound copy paper or an equivalent thickness of other weights of duplicating paper or card stock.

Where you have volume duplicating, this Standard Rocket Model ERAD is ideal. It feeds smoothly, quickly, faultlessly.

Simplicity in design means long life. Hydraulic paper lift assures efficient, noiseless feed tray action, automatically. Standard's reputation as pioneer of fluid duplicating in America, guarantees full satisfaction. Ask for free literature.

Standard ROCKET

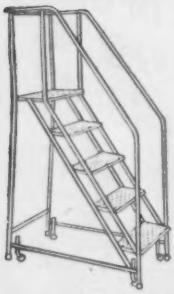
FLUID DUPLICATOR

with

NEW DE LUXE REAM FEEDER

Standard Duplicating Machines Corp., Everett, Mass.

For More Information Circle No. 274



COTTERMAN TUBULAR WELDED STEEL SAFETY LADDERS
For Filing Rooms, Stock Rooms, Vaults. Strong—Easy to Move, Easy to Climb.

Mounted on Swivel Brake Casters which allow the ladder to be rolled freely when no one is on it. When you step on the ladder the rubber cushioned legs rest on the floor and prevent rolling. Made in 13 heights — 4 widths. Send for Circular 56-0 and prices.

I. D. COTTERMAN, Mfr.
4535 N. Ravenswood Ave.
Chicago 40, Ill.

For More Information Circle No. 368

every copying machine has its favorite

DIXON

PENCIL

Some pencils reproduce marks on duplicating machine copy -- others don't. Are you using the proper pencils for your duplicating equipment?

Some pencils won't reproduce their marks! Others can do the job perfectly -- but only on certain machines. DIXON TICONDEROGA and family have pencils for both reproducing and non-reproducing use on all processes.

CHECK YOUR PROCESS

Diazo	Facsimile
Photo copying	Offset Printing
Heat-copying	Hektograph

THE JOSEPH DIXON CRUCIBLE CO.
Pencil Sales Division
167 Wayne St., Jersey City 3, N.J.

Please send me free reference sheet, showing which pencils will work best on copy for my duplicating machine.

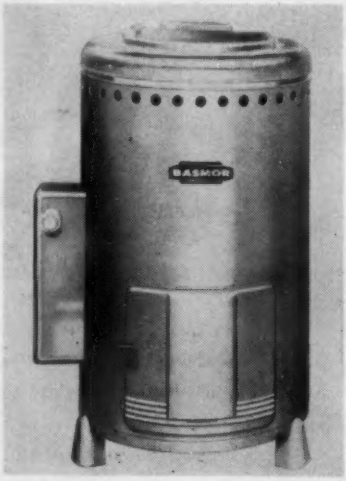
Company_____
Address_____
City_____ State_____
By_____
Title_____
Brand Name of Duplicating Machine
_____

For More Information Circle No. 369

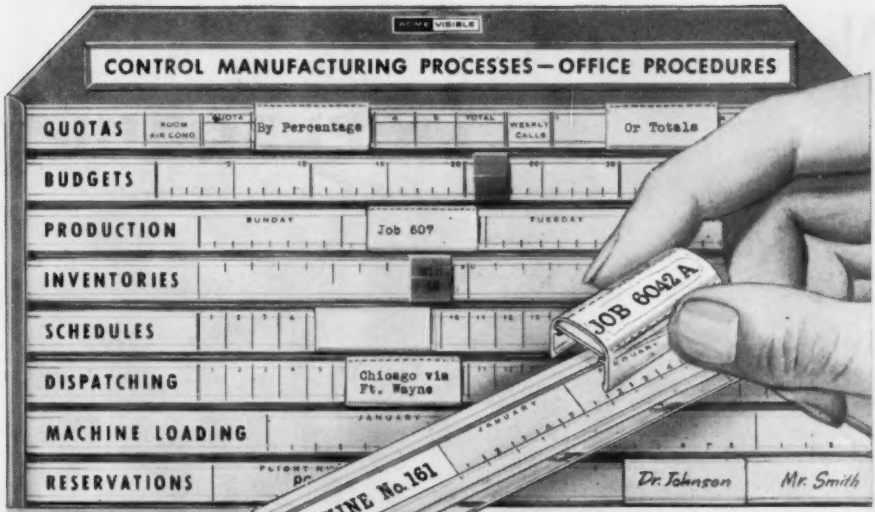
the truck meet the requirements of the wide variety of books published. Smooth finish rounded edges prevent damage to the volumes. Interchangeable dividers make it possible to categorize books as desired. **For More Information Circle No. 136.**

OFFICE INCINERATOR

Bastian-Morley Co., LaPorte, Ind., makes a gas-fired incinerator, which may be the simple, effective and economical answer to the office trash disposal problem. The unit is attractive in appearance, can be installed inside the office on a combustible floor, and takes little space (about 39" high by 27 3/16" wide). The Basmor Incinerator has two-bushel capacity, and will quickly dispose of all



burnable rubbish, as well as wet garbage such as would come from office cafeterias. Perfect for destroying confidential papers. The unit has automatic timing controls, 100% safety shut-off, dual purpose pilot, and Fiberglas insulation. Its appearance is enhanced by a spice-tan hammertone finish and chrome trim. The Basmor Incinerator sells for about $130. **For More Information Circle No. 140.**



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Complete flexibility with limitless signalling and charting possibilities . . . Easily adapted to your individual record requirements.

Lightweight panels contain clear plastic tubes which are individually removable and may be shifted from one position to another . . . Clarity of tube provides full legibility of contents.

Signals snap on or off at any point . . . Hold position until positively moved . . . Slide smoothly back and forth . . . By-pass freely.

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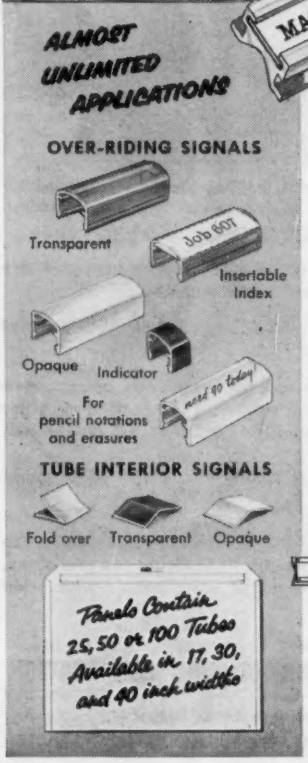
Ask the man from Acme to show you examples—



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☐ Send us more information on Visual Control Panels. Q-557

☐ We are interested in Acme Visible equipment for _____ records.
KIND OF RECORD

☐ Have representative call. Date_____ Time_____

Company_____ Attention_____

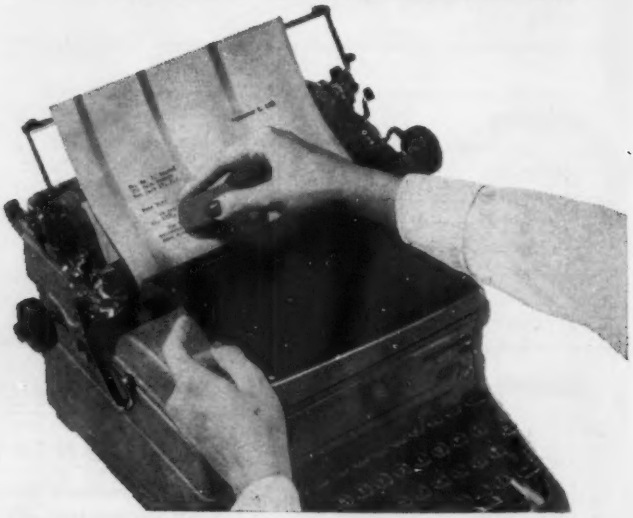
Address_____

City_____ Zone_____ State_____

For More Information Circle No. 248

No streaks!

—with FLAGSHIP



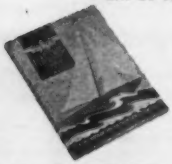
Streaks (roller marks) have been voted the most baffling problem in getting out perfect carbon copies — especially with the high feed-roll tensions of modern typewriters.

Now, with Flagship's newest metallic-back carbon paper development you have the easily proved, quickly demonstrated answer to that problem.

Roller marks are out! Clean, perfect copies of brilliant color strength and fine erasability are *in* — for good — with Flagship.

And Flagship can be counted on to lead the race for a genuinely better carbon paper that will give more satisfaction to more customers. If you are not getting results with "the line you have always bought" Flagship may be your answer.

Let us tell you more about Flagship. Make it a point to call or write us today.



FLAGSHIP is curl-proof, with smudgeless erasures. The metallic back makes it easier to handle, wear longer and give sharp, permanent copies. Meets the needs of more people, with fewer weights and writing strengths.

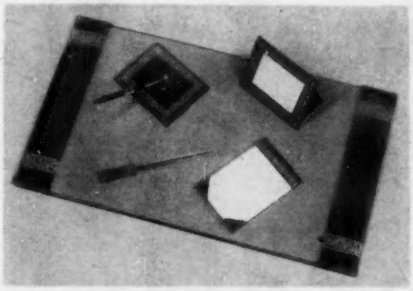
ALLIED CARBON AND RIBBON MANUFACTURING CORPORATION

General Offices and Factory: 165 Duane Street, New York 13, N. Y.
Western Office and Warehouse: 3425 So. Main, Los Angeles 7, Calif.

For More Information Circle No. 220

DESK SET

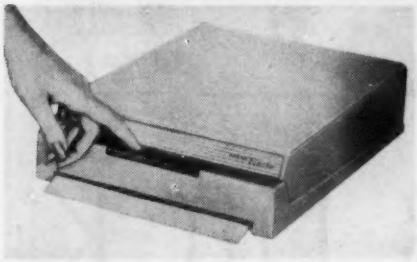
Redi-Record Products Co., 51 West 21st St., New York 10, N. Y., offers a coordinated five-piece desk ensemble, hand bound in Leatherlex, which retails at $5.95 regardless of desk pad size. The set includes panel desk pad in a choice



of sizes (12" x 19", 14" x 24", 16" x 21", 19" x 24"); ballpoint desk pen (will take all standard refills) mounted on a base; 4" x 6" memo holder; perpetual desk calendar; and letteropener. Leatherlex colors are brown, green, maroon, gray and ivory; all gold decorated. The sets are individually boxed for packaged sales. **For More Information Circle No. 104.**

PHOTOCOPY PAPER DISPENSER

American Photocopy Equipment Co., 1920 W. Peterson Ave., Chicago 26, Ill., makes the Apeco Eject-O-Matic, an electric, automatic paper dispenser to be

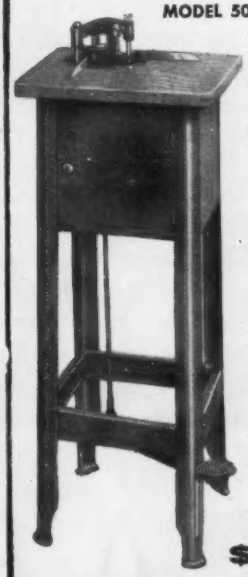


used in conjunction with the Apeco Dial-A-Matic Auto-Stat photocopying machine or with other photocopy equipment. This dispenser protects photocopy paper from light exposure and automati-

Shear-Action
CORNER ROUNDERS

MODEL 20
$24.00
Prices include one plug-in cutting unit.

MODEL 50 (Foot Operated)



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For More Information Circle No. 336

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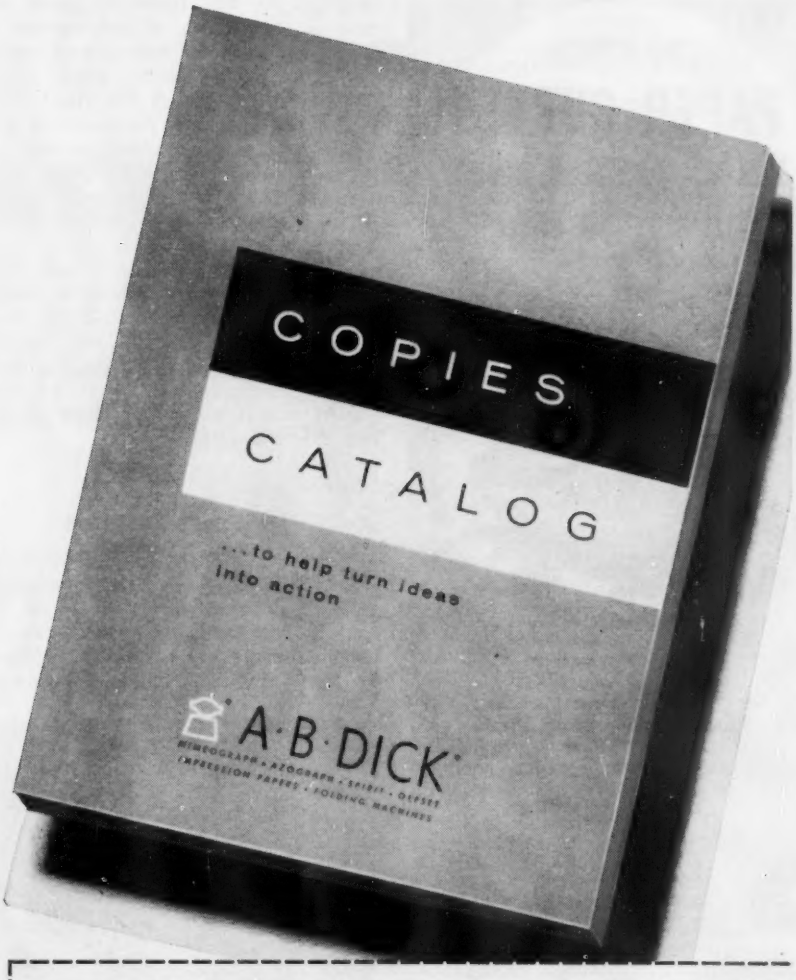

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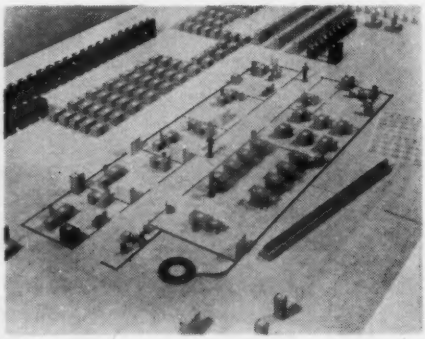
Manufacturers of Business Forms
CARO, MICHIGAN

For More Information Circle No. 361

cally ejects one sheet of paper at a time at the touch of the ejector bar. When two different sizes are in constant use, the Eject-O-Matic units can be stacked one on top of the other to hold two sizes of paper in the minimum space. The dispenser also features an easy loading principle and simple adjustments to hold 100 sheets of any one of the following standard photocopy paper sizes: 5½"x 8½", 6"x9", 8"x10", 8½"x11", 8"x13", 8½"x14". It operates on 110 volt AC and will give years of trouble-free, dependable service. The Eject-O-Matic is 16" long, 10½" wide and 3" high. It is lightweight, easily portable and was styled by Charles E. Jones & Associates in high impact polystyrene. **For More Information Circle No. 108.**

LAYOUT MODELS

Industrial Models, Inc., 2550 Sconset Road, Wilmington 3, Dela., announces a model making service devoted to office layout. The company claims that scale model layouts assure better utilization of space, improve office efficiency and



give a positive means of predetermining office space rental. Simplified plastic models of office equipment are used together with temporary adhesives to secure the models to a grid planning board. Scales available are ⅛", 3/16", ¼" and ½" to the foot. **For More Information Circle No. 139.**

CUT PAPER HANDLING COSTS with

SORTKWIK

FASTER POSTING

FASTER COLLATING

FASTER COUNTING

The modern, easy way to

SORT, COUNT, FILE

Now you *can* reduce the high cost of paper handling. With SORTKWIK you'll find your operators can do the job much faster and easier. Clerical costs go *down*—clerical production goes *up*.

Greaseless and stainless, SORTKWIK creates an invisible, tacky film on the fingers and speed of paper handling is limited only by the dexterity of the operator.

Recommended by dermatologists, SORTKWIK is non-allergic, washes off easily, eliminates irritation of clumsy rubber fingers or unsanitary sponges.

Used by thousands in banks, insurance companies, department stores and general offices throughout the country.

● Just rub SORTKWIK thoroughly between thumb and forefinger until dry. One application is long lasting

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☐ Please send me 2 regular size containers for $1.00 postpaid.

☐ I would like additional quantities @ 50c each. I enclose $_____.

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Company_____

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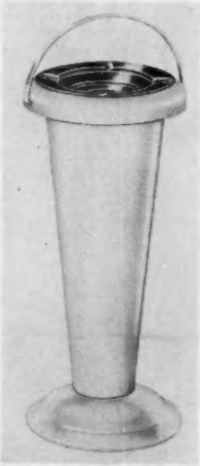
For More Information Circle No. 284

PROFIT-VOLUME INDICATOR

Eddy-Rucker-Nickels Co., 4 Brattle St., Cambridge, Mass., offers a Profit-O-Meter which shows the pitfalls of price-cutting. By pulling out the slide, one sees at a glance how much more volume must be sold to offset price-cuts. For example, 5% price-cut requires 12% more; 10% price-cut needs 31% more volume when the original profit margin is 32½%. The device shows 15 different profit margins from 10% to 50% and ten different price cuts from 5% to 30% with added sales needed to offset them. It is effective with salesmen, distributors and dealers. Pocket size, 2¼" x 7¼", printed two colors. Single copies $1 postpaid from above. **For More Information Circle No. 145.**

SMOKING STAND

Service Ideas, Inc., 26 South 6th St., Minneapolis 2, Minn., offers the Incigarator smoking stand which accepts burning cigarettes, cigars or matches without a trace of smoke, or odor or danger of fire. Air trapped within the Incigarator almost instantly snuffs out



embers or flame, and the trap prevents escape of smoke or odor. Capacity is such that it may be used for long periods without need for emptying. Modern in design, standing

Force COLUMBIA

eases tired eyes ...cuts errors!

This automatic numbering machine prints big 3/8" high figures on filing jackets, time cards, job envelopes, drawings, etc. Saves eyesight of young and old alike and reduces errors, too! 6 or 7-wheel capacity . . . consecutive, duplicate, repeat action.

3/8" DEEP CUT NUMBERS

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For More Information Circle No. 374

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There is "executive distinction" in every line of this chair, from its foam rubber back-rest and Latex "Breathing Comfo-Cushion" seat to its streamlined swivel base. It has no equal for posture comfort and its good looks excel anything ever created in metal. Here is a chair which "belongs" where only the very best is desired. It's the chair that builds customer good-will for you. Write for complete details now . . . this perfection in posture can be the most profitable chair you've ever offered.

there is nothing finer in metal

MILWAUKEE METAL FURNITURE COMPANY
101 N. Campbell Ave., Chicago 12, Illinois

For More Information Circle No. 339

20″ high, the Incigarator fits tastefully into office, hotel, club, restaurant or home. Offered in choice of green, gray or bronze finish over sturdy metal, with contrasting glass base and removable receiving head. **For More Information Circle No. 115.**

INSULATED PITCHER

N.F.C. Engineering Co., Anoka, Minn., offers the Thermo Serv pitcher which keeps liquids hot or cold for hours. Made of high strength Bakelite C-11 material, there is no glass to break, no gaskets to be replaced. It resists all food beverage deposits which makes it easy to keep clean, and has non-drip pouring spout. Snap hinge allows removing the

cover, and the opening takes standard size ice cubes. Thermo Serv is ideal for mixing hot or cold powder drinks in the server itself. Available with marproof exteriors of coppertone, pastel green or pastel yellow; all with black trim. Individually boxed, packed six units to a carton weighing approximately 13 lbs. Suggested retail price is $9.95 each. Also available with matching black unbreakable tray and two 6-oz. tumblers to sell for $12.95. **For More Information Circle No. 111.**

Comptometer®

Comptograph "202"

figures faster than you think
...and it's easy to figure why!

Prove
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on your own work,
Free!

Combines More Fine Features Than Any Other 10-Key Machine!

HERE ARE JUST A FEW:

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- **Interlocking keyboard**...prevents depression of more than one key at a time...eliminates incorrect entries.
- **Adjustable keyboard angle**
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Comptograph "202" adds and calculates at 202 cycles a minute—it's fully a third faster! Comptograph's keyboard fits the hand instead of the hand fitting the keyboard—the conveniently located, concentrated, control key area eliminates reaching for operating keys or bars. Single-cycle control keys prevent "runaway tape." Single-cycle total key automatically clears the keyboard and instantly produces the total without intervening strokes. If you are seeking speed, accuracy and low cost operation, then Comptograph "202" is your answer. It's America's newest—finest—all-electric—ten-key adding machine!

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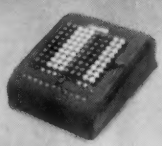

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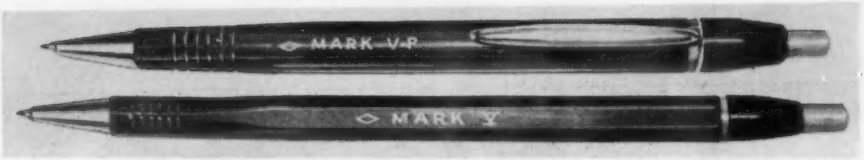
Firm _____
Address _____
City _____ Zone ____ State _____

For More Information Circle No. 221



LEAD HOLDERS

Alvin & Co., Windsor, Conn., offers Fine-Line Mechanical Lead Holders in two models, the standard 5¾″ Mark-V and the Mark-VP 5″ with spring pocket clip. These pencils are efficient and economical; require no sharpening or lead pointing. They are designed to take special thin lead, .031″ thick; designed for perfect balance and fit comfortably in the hand. Weighing less than a ½-oz., they have a non-rolling hexagonal barrel. Automatic push-button lead ejection and non-slipping clamp feed jaws make possible one-hand operation for quick lead adjustment, simply by pushing the release button at the top. Suitable for all writing, lettering and mechanical drawing; for stenographers or accountants. Guaranteed for workmanship and dependable service, both models come individually boxed with one dozen extra refill leads in a choice of nine degrees of hardness from 3B through 4H. **For More Information Circle No. 116.**

PAPER TESTING KIT

Dennison Mfg. Co., Framingham, Mass., makes Dennison Standard Paper Testing Waxes for use by manufacturers, processors and users of printing papers, to evaluate the surface strength of paper and its resistance to picking. This test determines the degree of sizing in the coating in relation to required press conditions. It indicates the ease with which the paper's coating may be removed (or picked) from the bodystock and the

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Get your free copy of new 1957 copyrighted illustrated price catalog showing the largest line of N.C.R. forms ever presented. These no carbon required forms include N.C.R. snapsets,—flat and fold over statements,—one part fold over and the finest N.C.R. line find statement being made. Other items in the N.C.R. line are three part reply sets,—letersets, —and blank sets for imprinting. Also shown are many of the above in carbon interleaved style.

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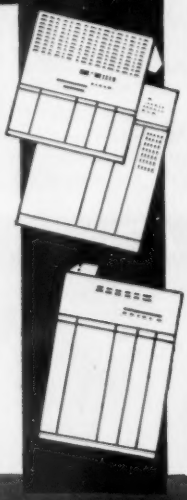

Modern Business Forms MFG. CO.
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For More Information Circle No. 335

A Modern Electric Duplicator

at a Moderate Price!...

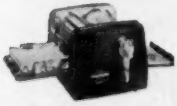
now Heyer offers push-button duplicating at little more than the price of some hand-operated machines

Heyer AUTOMATIC *Mark II* **CONQUEROR** SPIRIT DUPLICATOR

$299.50 Plus Tax

Heyer has broken the price barrier with the new Mark II Conqueror automatic electric spirit duplicator. Every office duplicating job—bulletins, form letters, sales plans, etc.—can be produced much more easily on the new Model 76 Mark II Conqueror, at the rate of 110 clear, crisp copies per minute in 1 to 5 colors... at a fraction of a cent per copy. Its constant speed produces better and more uniform copies; it frees the operator so that the copies can be observed; and most important . . . there's no effort on the operator's part, for this new Conqueror runs without watching, and even *turns off automatically!* You can pay much more if you wish, but the Model 76 offers all this . . . at a price that can't be matched.

Engineering improvements on the Model 76 Mark II Conqueror include a brand-new Feed Drive Mechanism which works only in a forward motion . . . eliminates the lurch found in old-fashioned reciprocal drives. It has new High Precision Clutches and Nylon Gears that are quiet and need no lubrication, plus an 11" and 14" Cylinder Stop. The completely redesigned Motor Drive gives smoother operation, while the conveniently positioned Motor Bar permits effortless fingertip starting. Operating instructions are permanently printed on the Model 76, so anyone can operate it in a jiffy. Feature for feature . . . this Mark II Conqueror is the biggest value in spirit duplicators today!



MODEL 70 *Mark II* **CONQUEROR**

For those who are looking for a fine quality duplicator at the lowest possible price . . . the hand-operated Model 70 Mark II Conqueror is the perfect buy. It has been completely redesigned too, and has a new Feed Release Button as well as Paper Stackers, previously found only on the Model 76. The Model 70 Mark II Conqueror hand-operated duplicator prints up to 110 copies per minute of anything typed, written or drawn on the master . . . in 1 to 5 colors at once.

$195.00 Plus Tax

The HEYER Corporation
1821 South Kostner Avenue, Chicago 23, Illinois

☐ Send additional information about the new Mark II Conqueror duplicators.

☐ Please arrange a demonstration.

NAME_____ POSITION_____

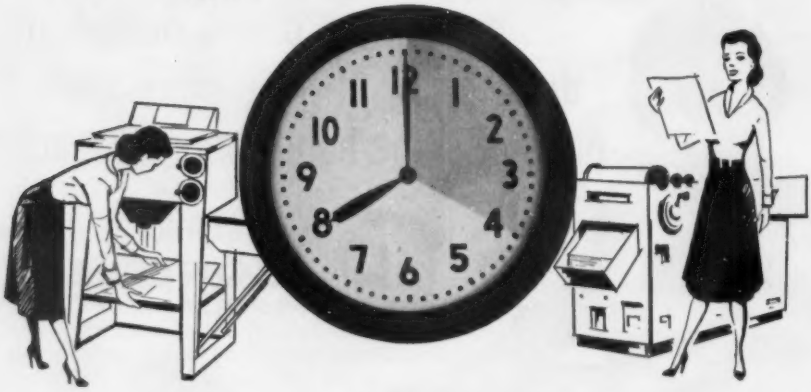
COMPANY_____

ADDRESS_____

CITY_____ STATE_____

For More Information Circle No. 223

From Copy to Press in 20 minutes



Save up to 70% on Line and Halftone Negative Costs, too!

If you make your own negatives on a Kenro "Vertical 18" camera you can speed offset duplicator production 5 to 50 times. This compact unit handles film or photographic paper up to 14″ x 18″ in size. In practical form sizes it equals a 16″ x 20″ camera, has twice the capacity of an 11″ x 14″, has more usefulness than a 14″ x 17″ camera.

Simplified controls and automatic timer make it easy for anyone to use. Precision construction and finest Goerz lens assures sharp, accurate, high quality negatives.

Write for Bulletin 56 which gives full details, all applications and shows exactly how a Kenro "Vertical 18" can improve your duplicating procedure.

KENRO GRAPHICS, INC. 25 Commerce St.
Dept. F, Chatham, New Jersey

KENRO "vertical 18" CAMERA

For More Information Circle No. 178

bodystock's tendency to split or the fibers to become separated under the tensile stress of printing. Uncoated papers

can be similarly tested. For illustrated literature describing how to use the test and grade papers, **Circle No. 128.**

BANK PROOF MACHINE

Burroughs Corp., Detroit 32, Mich., offers, for sale or lease in the United States and Canada, a bank proof machine designed to automatically handle the

complicated processing of checks and deposits. The rapid increase in the number of checks being handled was a determining factor in the design of the new Burroughs proof machine which is

Their superior quality prevents creasing, bunching and slipping. That's why offices everywhere use them for adding machines, teletypes and cash registers. You can depend upon their smooth operation —every roll is designed for a particular machine.

- **Tested for micromatic accuracy**
- **Guaranteed for trouble-free operation**
- **Clean cut, lintless, without splices**
- **Red ink warning signal marks roll-end**
- **Conveniently packed in individual boxes**

AVAILABLE AT ALL LEADING STATIONERS

Dealers write for Cash Register Roll Specification Sheet and Prices today!

RITTENHOUSE PAPER CO.
6405 South Wentworth Avenue
Chicago 21, Illinois

For More Information Circle No. 350

built on the unit principle. Its three major components (master unit, sorting unit and listing unit) are cable connected, permitting banks to use the machine with maximum flexibility for present operations while allowing for future expansion by the addition of other automatic operations as they are developed. One operator seated at the master unit keyboard can tabulate hundreds of documents such as deposit slips and checks each hour while the machine automatically endorses the checks, sorts them to any one of 27 compartments for routing to other banks or departments; produces a running list of deposits and withdrawals, and separate lists of each of the 27 distributions. **For More Information Circle No. 120.**

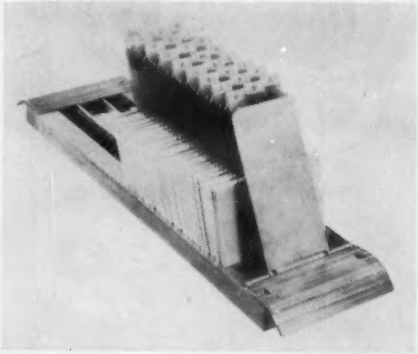
WALL DECORATION

Document House, Box 242, Greenwich, Conn., offers facsimiles of 18th century business penmanship for framing. Each nostalgic print spells out a basic precept or principle: Reputation, Wisdom, Honesty, Credit, Merchandise, and Prudence in Getting Riches. When framed and

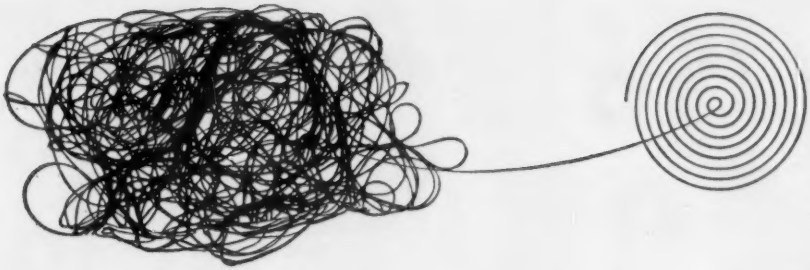
hung in offices, reception and conference rooms, these are attractive and can speak for management as well as any latterday institutional advertisement. The folio, containing six 10" x 14" facsimiles ready for framing, is $10. Subject matter dates back to 1736. **For More Information Circle No. 109.**

SORTER

Remington Rand Div., Sperry Rand Corp., 315 Fourth Ave., New York 10, N. Y. announces the Remington Rand Vertical MultiSort for sorting any media up to 8½" wide and 5½" high for filing, posting, analysis and reference. It is said to save 50% to 75% of the time required for most ordinary hand sorting because it entirely eliminates the repetitive operations necessary in ordinary hand sorting. Material to be filed may be sorted immediately with Multi-Sort and held under control for quick, easy reference



until permanent filing is convenient. The sorted material is visible and easily found. The Vertical Multi-Sort also introduces a novel sorting design. The sorting starts at the front of the sorter (easy reach of the operator) and expands to the far end of the device as additional media is filed. The dividers will always return to their original starting angle without any effort or attention on the operator's part, assuring the best sorting angle. The dividers automatically adjust themselves with the sorting of material to provide space where needed, without the need for a follower-block or similar device. Vertical Multi-Sort dividers are indexed in scientifically established breakdowns of the alphabet to fit the needs of each individual customer's requirement. **For More Information Circle No. 160.**



The Olivetti Printing Calculator unsnarls tangled business figures quickly and economically. It automatically multiplies and divides (without mental counting of *any* kind, including counting for positioning), is also a speedy 10-key adding machine, with automatic credit balance. Easy to operate, it is literally two machines in one. The printed tape is a permanent record, for fast checking, filing or attaching to work papers. Many companies have standardized on this rugged, proven machine, which is guaranteed for 12 months instead of the usual 90 days.

Are you also acquainted with Olivetti's other printing calculator, with the double register and the "memory"? With Olivetti's accounting and posting machines? Hand, electric and duplex adding machines? Electric, standard and portable typewriters? Remarkably efficient and dependable, they require a minimum of maintenance; service and spare parts are quickly available through dealers in 48 states. Branch offices and showrooms in New York, Chicago and San Francisco. Olivetti Corporation of America, 580 Fifth Avenue, New York 36, N. Y.

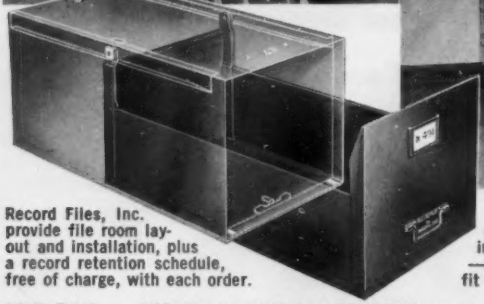
olivetti

For More Information Circle No. 192

AT LAST! A STEEL FILE AT THE COST OF CORRUGATED BOXES AND STEEL SHELVING OR LESS . . . .

A cluttered cardboard storage room such as this, is a costly waste of space and employee time that you can't afford.

Nylo Glide record files save 40% or more in valuable floor space and the accessibility of RFI files saves you valuable employee time.



Record Files, Inc. provide file room layout and installation, plus a record retention schedule, free of charge, with each order.

These nylon bearing smooth operating files are available in any size. No waste space —inside or out. Designed to fit the records they hold.

The great strength of Nylo-Glide files will not allow them to bulge or sag under a great load or pressure.

Nylon bearings prevent binding, cause drawers to work easily while under heavy load.

SAVE TIME — SPACE and INCREASE EFFICIENCY with RFI's STEEL RECORD FILES. Let RFI assist you in creating a clean, efficient file room area with Nylo-Glide files, at or less than the cost of shelving and corrugated boxes.

RECORD FILES, INC.
P. O. BOX 581 • WOOSTER, OHIO

Please have your nearest representative stop and see us at his convenience.

Name _____

Address _____

City _____ State _____

RECORD FILES, INC.
P. O. BOX 581
WOOSTER, OHIO

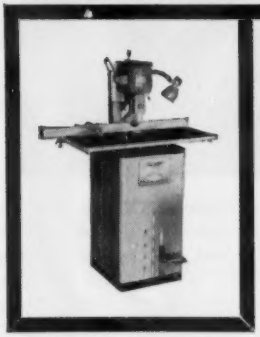
For More Information Circle No. 309

CARBONIZED ADDRESS STENCIL

Weber Marking Systems, Div. of Weber Addressing Machine Co., Dept. 8-C, Mount Prospect, Ill., makes the Weber Carbon-Cote Tab-On shipping stencil, coated with carbon on one side, to permit typing or handwriting with other forms. Tabbed over the "Ship To" area of the order-invoice or bill of lading form and prepared as a by-product of the forms writing, it is then used to address labels, tags or carbons. This completely eliminates the need for a separate carbon sheet between the stencil and the first copy of the form. The carbon is impregnated into the stencil and leaves a clean, ribbon-like print on the form when typed or handwritten. Without the extra carbon sheet, the carbonized addresses on each part of a multicopy forms set are sharper and easier to read. The shipping department benefits because, when they receive the stencil, there is no separate carbon sheet to be removed. The stencil is ready for use immediately with Weber

handprinters for addressing labels, tags or cartons, or with Weber machines for addressing labels and tags. Weber Carbon-Cote Tab-On stencils can be used

NEED HOLES?
They're easy with a
PIONEER PAPER DRILL



A production machine with such quick set-up that short runs are a special delight. Eliminates costly, time-consuming "farming out." The small investment is soon repaid and then goes on making money for you instead of someone else.

Accessories for cornering, slotting and slitting. Send for literature now.

PIONEER
1130 NEBRASKA, TOLEDO 7, OHIO

For More Information Circle No. 348

#MT4

CONFIDENTIAL MAP FILE

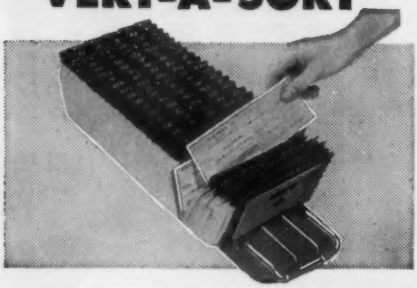
Easiest way to file and find maps, blueprints, tracings. Quality metal cabinet file with locking doors. 112 tilting tubes handle 60" prints. Tubes indexed for quick location. Shipped from stock.

Patent No. 1610368. Other Patents Pending.

SCOTT-RICE CO., 610 S. Main, Tulsa 3, Okla.

For More Information Circle No. 349

lots of sorters . . .
but only ONE
Kohlhaas
VERT-A-SORT



. . . the **Easy-Action** vertical paper sorter that answers the need for sorting efficiency in any business having large or small sorting problems. *Every Vert-A-Sort Installation made has resulted in increased production, no matter what sorting methods were used before!*

Kohlhaas VERT-A-SORT

. . . made in a variety of sizes, all of which can be indexed to suit your needs.
Built for years of efficient use!

for Complete Details

PIN THIS AD TO YOUR LETTERHEAD and mail to:
THE Kohlhaas COMPANY
8012 S. CHICAGO AVE.
CHICAGO 17, ILLINOIS

For More Information Circle No. 337

TYPEX The Miracle type-cleaner

GONE FOREVER are the messy, dirty, old fashioned brush and solvent that smears fingers, or gums which must be kneaded before using.
Now you can offer your customers the new "Typex", the modern type cleaning device, with interchangeable adhesive refills. Keeps type sparkling clean. Works fast. Write for free folder at once.

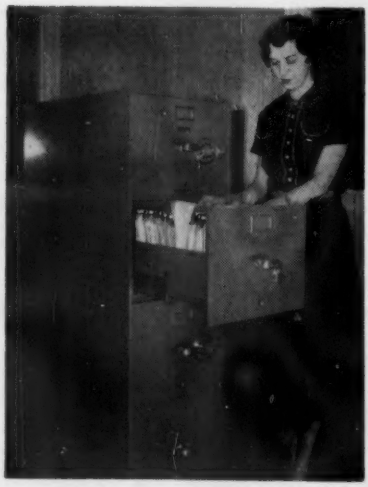
MICHAEL FRUMKIN
87-11 35 Ave., Jackson Heights, N. Y.

For More Information Circle No. 338

with unit or continuous forms. They can be prepared on standard or electric typewriters, automatic accounting machines, Teletype, Flexowriter and other machines; or handwritten with a ballpoint pen. **For More Information Circle No. 103.**

MULTI-LOCK FILES

Meilink Steel Safe Co., 1672 Oakwood Ave., Toledo 6, Ohio, makes the Hercules Multi-Lox insulated file which provides any number of combinations of locks for opening a file drawer or a series of drawers by key or combination lock. It is possible for Meilink engineers to install up to seven locks per drawer, which would require the presence of



seven persons to open it. While this one drawer is so protected, the rest of the file could be opened for use or various locking combinations could be installed to control the opening of each of the other drawers. As a further security measure, the Multi-Lox files have a signaling device so that cabinet cannot be locked until every drawer is secured. Access to the drawer immediately above or below is impossible because of a steel panel between drawers which protects from pilferage, but permits free circula-

It's pretty tough to tell one of these thoughtful little sleuths from another! It's just as difficult to tell the *last* duplicated copy from the first when you use *all-new* Colitho Direct Image Paper Plates and duplicating supplies.

The secret of this greater *uniformity* is that from plate to plate, box to box and shipment to shipment, Colitho Direct Image Paper Plates are *ph Control-coated to closer tolerances than ever before.* And Colitho Etch and Fountain Solution are specially formulated to bring out the exact same sparkling appearance from every plate.

COPIES
that look alike

Systems men and duplicator operators the country over are discovering this great new uniformity Colitho gives all their offset duplicating.
For the name of your nearest Colitho supplier, write: Columbia Ribbon & Carbon Mfg. Co., Inc., Glen Cove, New York.

COLITHO OFFSET DUPLICATING PLATES AND SUPPLIES

Visit us at Booth 508, NOMA Conference, Los Angeles, May 13-16.
For More Information Circle No. 257

writing tool for the office

This great new writing tool improves efficiency, lowers costs because: it combines best features of a pencil and ball pen • no point to sharpen • finest ball mechanism • bigger ink supply • in 4 styles for every writing job. Order from your stationer, 29¢ and 39¢. Less in economical dozen packs.

For free sample, write on your office letterhead to: Venus Pen & Pencil Corp., Dept. O-5, Hoboken, N. J.

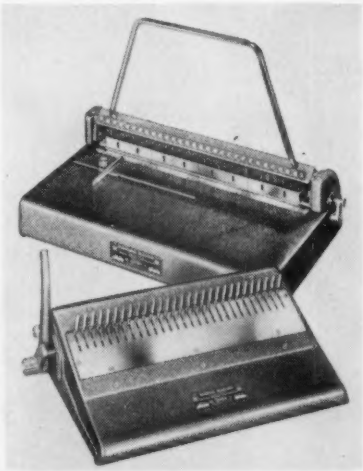
VENUS velvet ball *PEN*·cil®

For More Information Circle No. 341

tion of air within the complete file if the unit is subjected to fire. Hercules Multi-Lox files are available in one, two, three or four-drawer standard letter or legal styles with either Class C or Class D Underwriters Laboratories Label. Construction of Hercules files consists of an outer and inner shell with Thermo-Cel insulation in the wall. The inner shell is added protection and prevents breakage and powdering of insulation that in time would find its way into file drawers. It also contributes to construction strength. Each drawer rides on ball bearings for finger-tip control and is supported by a pair of extra heavy duty progressive extension slides. Files are finished in office gray, Inverness green, Heather tan, and walnut or mahogany wood grain. Weight of a file ranges from 230 to 725 lbs. depending on style. **For More Information Circle No. 143.**

PLASTIC BINDING EQUIPMENT

General Binding Corp., 812 W. Belmont Ave., Chicago 14, Ill., announces the addition of Model 16-D portable machines



to the extensive line of GBC plastic binding equipment. The Model 16-D Punch has a full 16″ of punching dies and, as all GBC punches, it has open ends to

You can't shoot quail with a "POP" gun!

BUT ONE MACHINE WILL DO ALL YOUR COPYING

hunter

photo-copyists

Copy Any Mark On Any Paper

No job is too tough for the Hunter Hi-Speed Heccokwik photo-copyist. Print, typewriting, handwriting, drawings, photographs—they're all the same. Simply insert the original and Hi-Speed makes the copy—black, clear, sharply-defined.

And with Hi-Speed you get a full, finished dry copy in 20 seconds! No mistakes! No erasures! Works on any desk in any light. No darkroom or developing trays are needed. Anyone can operate it.

Hi-Speed and its papers are American made—the supply guaranteed. Hunter's revolutionary new development, Auto-Feed, is standard equipment with Hi-Speed, and makes photo-copying practically automatic and foolproof.

All we ask is—let us demonstrate in your office—on your work to prove that Hi-Speed is the machine for you!

CLIP TO YOUR LETTERHEAD:

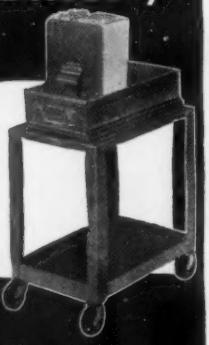
SIMPLIFIED HUNTER PHOTO Copyist PRODUCTS REPRODUCTION

PIONEER IN PHOTO-COPYING

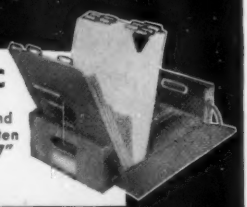
Hunter Photo-Copyist, Inc.
35 Spencer St., Syracuse, N. Y.
Gentlemen:
I want the Hunter Hi-Speed demonstrated in my office.

For More Information Circle No. 359

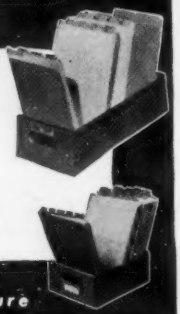
P.E.C.
"MATIC"
means INCREASED OFFICE EFFICIENCY
...autoMATICally



DUO-MATIC
POSTING TRAYS AND STANDS . . . Tray models for sheet sizes from 7" x 11" to 12" x 12". Stands available in skeleton, fully enclosed or with Filing Drawer.



PORTA-MATIC
Trays available in 12", 14¾", 18", and 23¾" lengths and ten widths from 5" to 17" Lightweight . . . Portable.



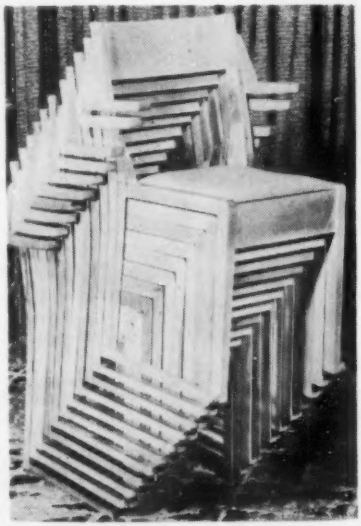
TILTO-MATIC
Five sizes for all standard register and sales book forms.
V-MATIC Tray
Ideal housing for writing board and machine accounting records requiring small capacity. Eight sizes.

Write for prices and literature
P.E.C.
POSTING EQUIPMENT CORP.
1026 Niagara St., Buffalo 13, N. Y.
Canadian Representative: J. J. Carter Agencies, 901 Yonge Street, Toronto 5, Ont.
For More Information Circle No. 367

allow punching any sheet regardless of size. The increased die area speeds the punching operation and reduces operating costs. It can easily punch 4,000 sheets or more per hour. The Model 16-D Binder accommodates all diameters of the wide range of colorful GBC plastic bindings from 3/16" to 1½" inclusive. The wider binding area facilitates binding sheets up to and over 16" in length. With the Model 16-D, binding 250 books or more per hour can be easily accomplished. These new machines allow complete standardization of all binding within an organization, regardless of size. A plastic bound manual on plastic binding is available free. For a copy, **Circle No. 105.**

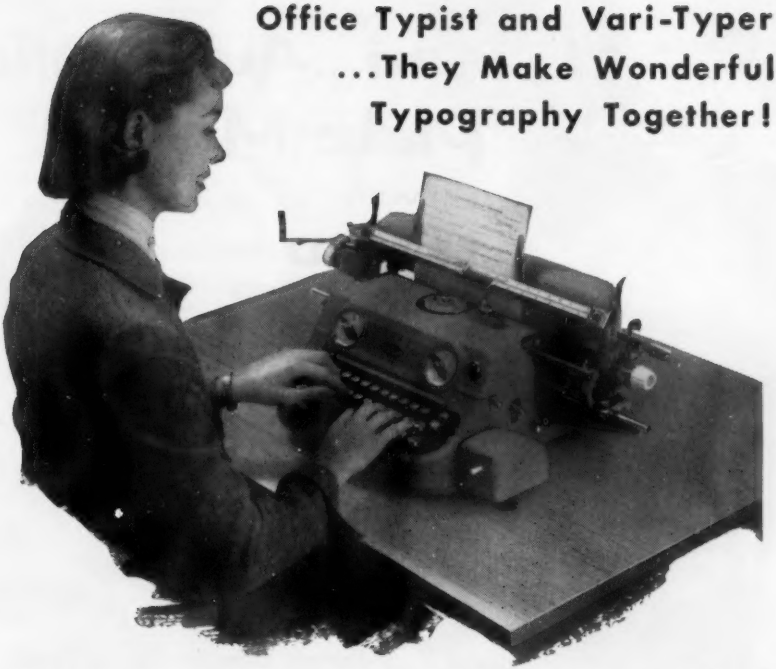
NESTING CHAIRS

Raylen Mfg. Co., 221 Broadway, Denver, Colo., makes Nester Chairs with and without armrests. Either style, mixed or separate, stacked 25 high on a dolly will easily clear a standard 6'8" doorway.



Chairs will nest safely to ceiling heights. When storage space is limited, over 200 Raylen Nester Chairs require only 504 cu. ft. An average room, 21 ft. wide with an 8 ft. ceiling, will stack seven single

Office Typist and Vari-Typer ...They Make Wonderful Typography Together!



Fast composing...right in your own office!

When you team up a good office typist with the Versatile Vari-Typer, you slash office duplicating costs by eliminating the need for costly typesetting.

Only Vari-Typer with its hundreds of instantly changeable type faces gives you professional looking typography, ready for any office duplicating method.

Get greater control over the job... make instant type corrections.... speed the production of price lists, office forms, bulletins, manuals, etc. Ask your nearby Vari-Typer man for a free demonstration...and ask about the Vari-Typer Headliner that automatically letters headlines. Or write direct for details.

Text of this ad by Vari-Typer. Headlines by Headliner.

Looks like a typewriter . . . writes like printing.

Vari-Typer Corporation

Subsidiary of Addressograph-Multigraph Corporation

712 Frelinghuysen Avenue
Newark 12, New Jersey

Vari-Typer ®

For More Information Circle No. 300

Clean...Automatic Plate-Making

with

RAPID PRINTER

Perfect offset plates and duplicating masters produced, without odor or messy residue. Plates made with RAPID PRINTER have superior line definition and dot structure; images stay sharp longer. And—where speed is required for heavy production—the automatic plate-maker will pay for itself in a few months. Extremely easy to operate, RAPID PRINTER is the *original* and *only* completely enclosed carbon arc lamp and vacuum printing frame combination.

Get more facts. Contact your dealer, or write for bulletin 230B

nuArc®
company, inc.

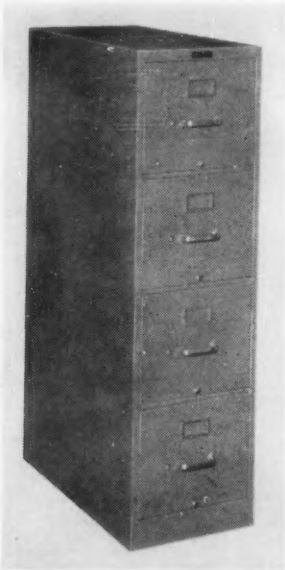
General Office and Factory:
824 S. Western Ave., Chicago 12, Ill.
EASTERN SALES AND SERVICE: 215 FOURTH AVENUE, NEW YORK, N. Y.

For More Information Circle No. 262

rows across, at least 30 chairs to the row. These utility chairs can match any decor because orders for color choice of blonde, mahogany, ebony or walnut will be accepted. Their design is the result of handling cumbersome, poorly designed furniture in the storage business. This provided the incentive for the manufacture of the hard wood Nester. **For More Information Circle No. 157.**

FILING CABINETS

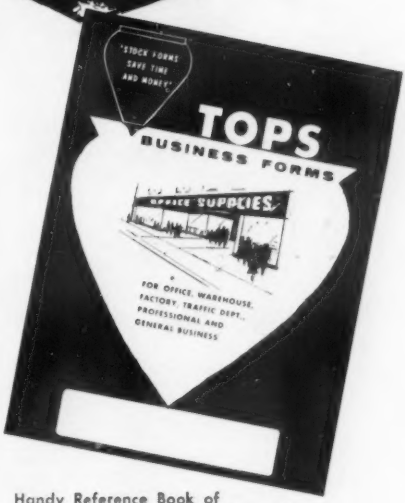
H-O-N Co., Muscatine, Iowa, introduces their Series 210 suspension file cabinet line with all-nylon roller cradle. Tests show the new cradle has excellent wearing and performance characteristics, in addition to affording unusually quiet and



smooth drawer action, according to the manufacturer. Each cradle is equipped with ten nylon rollers. The line includes 2,3,4 and 5 drawer files in letter and legal sizes. The company will continue to manufacture its 200 series suspension file with conventional roller cradle. **For More Information Circle No. 117.**

IT'S NEW
IT'S
FREE!

TOPS
CONSUMER CATALOG
OF SIMPLIFIED
BUSINESS FORMS



Handy Reference Book of
OVER 200 Stock Business Forms for:

- BILLING DEPT.
- ACCOUNTING DEPT.
- CREDIT
- PAYROLL
- EMPLOYMENT
- GENERAL OFFICE
- PRODUCTION
- RECEIVING
- SHIPPING
- SALES
- STOCK RECORDS
- MANY OTHERS

TOPS FORMS SAVE TIME AND MONEY

SEE YOUR STATIONER or WRITE DIRECT
(INCLUDE LOCAL STATIONER'S NAME)

TOPS BUSINESS FORMS
107 N. Wacker Dr., Chicago 6, Ill.

Please send me a free copy of the Tops Catalog.

NAME.....

ADDRESS.....

CITY.....STATE.....

My local stationer's name and address:

.....

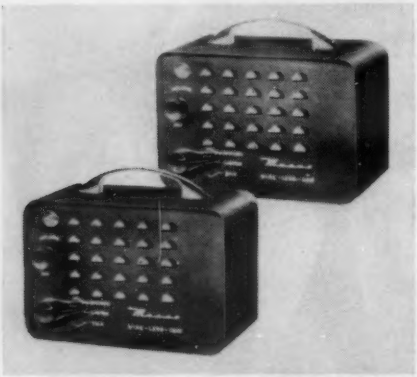
.....

.....

For More Information Circle No. 347

INTERCOM

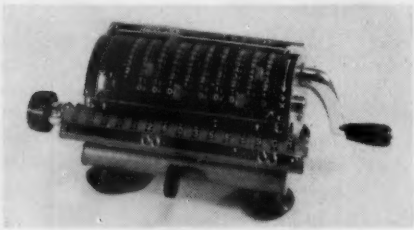
Mark Simpson Mfg. Co., 32-28 49th St., Long Island City 3, N. Y., makes the Masco Wire-Less-Com which lists at



$49.95 for a two-station system. It plugs into any regular AC or DC outlet and no wires connect the units. Each unit is a master for two-way communication and additional units can be added to the system; cost $25 each. Each unit measures 6½" x 3¾" x 4½" high. Carries Underwriters Laboratories approval and Product Liability Insurance. **For More Information Circle No. 137.**

CALCULATOR

Silver Bells Ltd., 600 16th St., Oakland, Calif., announces the Produx-Multator Calculator Model 101 which sells for



$69.95 plus $2.60 excise tax. It can be used for addition, subtraction, multiplication and division; and has a capacity

VOLUME MAILERS USE

CHESHIRE

LABELING EQUIPMENT

All addressing systems operate more efficiently, accurately and economically with the addition of this CHESHIRE machine to apply pre-addressed labels to envelopes, postcards and pamphlets up to 11" x 14½".

Speeds to 10,000 per hour save time, labor and errors. Mailers find this equipment invaluable. Investigate without obligation.

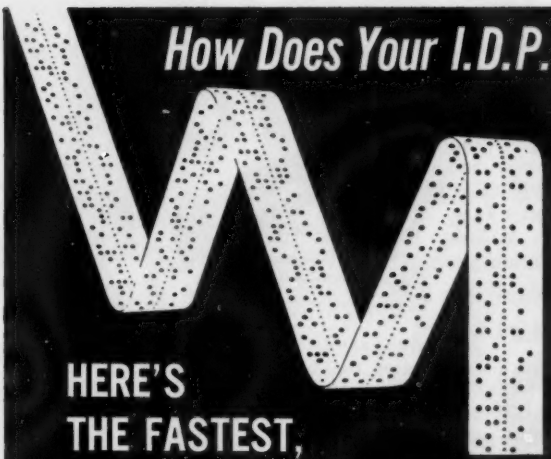
CHESHIRE

INCORPORATED

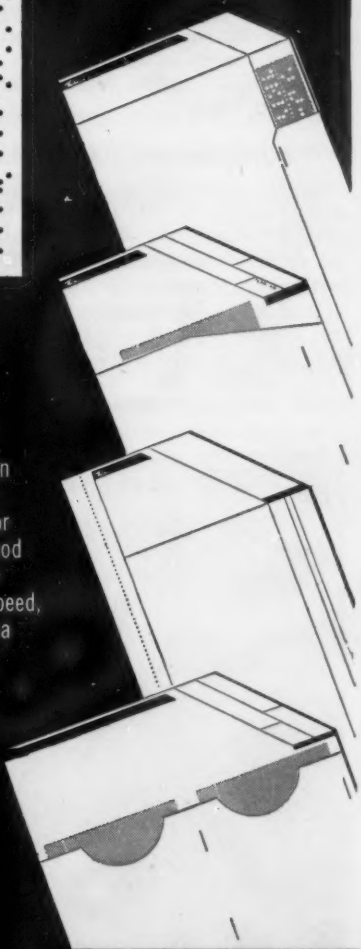
1644 North Honore Street • Chicago 22, Illinois

For More Information Circle No. 346

How Does Your I.D.P. System Rate?



HERE'S THE FASTEST, MOST ACCURATE ACCESS TO VITAL INFORMATION...



Does your I.D.P. System provide the fastest, most accurate access to the vital information punched in tape or edge-punched cards?
Whether your system requires the filing of 5, 7 or 8 channel punched tapes or the more direct method of edge-punched cards, Vue-Fax, with its principle of vertical visible filing, offers the maximum in speed, location, control and general access to that media which activates highly specialized business and communication devices equipped with punch and reader for code interpretation.

EDGE-PUNCHED CARD USERS PLEASE NOTE

Vue-Fax offers feed-hole punching up to a maximum of 17 inches along one or two edges, on stock available in white, buff, blue and pink.

CALL OR WRITE:

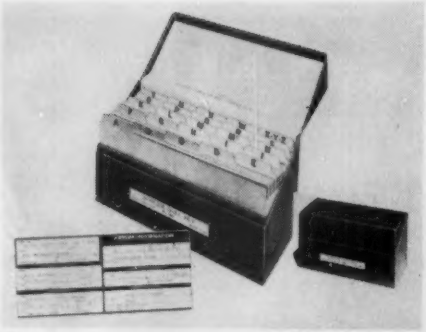
VUE-FAX Corporation - WESTBURY, NEW YORK

MANUFACTURERS OF

THE GREATEST VISIBLE LEDGER FILE EVER DEVELOPED

For More Information Circle No. 329

of 10 x 5 x 10 (to 15) digits. Features include back transfer, setting levers in three colors, revolutions counter, correction knob and decimal indicators. Machine weighs only 3 lbs. and measures 8¾" x 4¾" x 3½". Suction-cup feet hold it firmly in place during operation. It requires no regular servicing and carries a one-year guarantee. A plastic cover and instructions are included with each machine. Inquiries invited from dealers and distributors. **For More Information Circle No. 132.**



PURCHASING DATA FILE

Oelrich Publications, 4308 Milwaukee Ave., Chicago 41, Ill., offers the Supplier Data File, an indexed card system for listing and summarizing all buying data pertinent to a specific supplier. This method keeps track of thousands of buying details and eliminates looking up last order or invoice to obtain supplier name, address, etc. It supplies billing terms, shipping terms and minimum requirements to obtain freight allowance; sales representative's name, address and phone number; as well as names of supplier's personnel in sales, advertising and order depts.; best carriers by truck or rail freight are also supplied. Reverse side of card is ruled for listing quantity price, principal items purchased, standard package and shipping weights, so that order can be quickly made up in sufficient quantity to meet requirements

NOW ANYONE CAN MAKE A NEGATIVE FOR OFFSET •••• SIMPLY & IN SECONDS with AMPTO PROCESS MATERIALS

Think of it! Now every office—every print shop — large or small — with an offset duplicator can produce a perfect negative from line — typewritten or repro proof copy in approximately 1 minute.

This absolutely New method is faster — less expensive — and requires 1/20th of the usual investment in equipment.

- **Simply — expose the Ampto reversal negative for approximately 30-50 seconds depending on light source.**
- **Then — place the negative and a sheet of Ampto clear acetate film in the transfer machine and wind them through — THAT'S ALL**

Direct inquiries will receive immediate attention.

Write ... AMPTO INCORPORATED, NEWTON 5, NEW JERSEY

For More Information Circle No. 352

An actual office "case":

3 days work

for just two hours pay!

Three girls used to spend a full day counting and imprinting cards. Now ONE girl does the job with a Tickometer—in two hours!

- The Tickometer can mark, stamp, date, cancel or code up to 1,000 items a *minute*—eight times faster than a girl can work by hand. Used on forms, tickets, coupons, cards, tags or product labels, it is an enormous time saver. With an optional accessory, it signs checks, etc., at the same speed. And has innumerable applications.
- The Tickometer also *counts* at the same time; can be set to stop at a predetermined count, or to register partial totals. And it's so accurate, banks use it to count currency!
- Easy to use, the Tickometer doesn't require a skilled operator. Even with infrequent use, it more than pays its cost in extra efficiency, convenience and time saved!
- You can rent or buy the Tickometer. Pitney-Bowes service available from 297 cities, coast to coast. Ask the nearest PB office to show you what the Tickometer can contribute to your office. Or send coupon for free booklet and case studies (including the "case" above).

Pitney-Bowes

TICKOMETER

Counting & Imprinting Machine

Made by originators of the postage meter
...offices in 101 cities in U. S. and Canada

PITNEY-BOWES, INC.
3427 Walnut Street
Stamford, Conn.

Send free illustrated literature on the Tickometer

*Name*_____

*Address*_____

For More Information Circle No. 254

For More Information Circle No. 353

for prepaid freight. The Supplier Data File is valuable when person who normally does the buying is on vacation, promoted, ill or leaves the firm, because it gives new buyer complete buying data on the firm's suppliers. Consists of 100 supplier 4"x8" information cards, one set of A to Z file guides and one file box in simulated leather, with capacity of 300 cards. Sells for $4.95 complete. For catalog sheet and sample card, **Circle No. 118.**

SAFES

Meilink Steel Safe Co., 1672 Oakwood Ave., Toledo 6, Ohio, introduces their newly styled safes designed by Sundberg-Ferar. The safes are styled for beauty of line and color to blend with the decor of modern offices. They feature a newly designed chrome combination lock-dial and

dial-ring, handle, handle plate and die-cast nameplate. The hinge tips are chrome. Dial-ring is designed for privacy, only exposing a few calibrations at a time. Both the dial and handle have been raised 6". The safes come in tan, gray and olive green, plus wood-grained finishes. All Meilink A Model safes bear

No more pounding, punching or jamming . . .

ELECTRIC STAPLING IS HERE!

NEW "Swingline 66" staples neatly, accurately, speedily . . .

CUTS OFFICE COST TWO WAYS! The new electric "SWINGLINE 66" slashes labor costs . . . saves on staples, too. Operators work more efficiently without fatigue for the "SWINGLINE 66" does 99% of the work. Just the *Feather Touch* of a finger tip staples up to 40 pages together *electrically* . . . a perfect clinch every time. And SWINGLINE's exclusive "open channel" means easy loading of up to 210 staples at once. Why not ask your stationery supplier for a free 10-day trial?

Including Rubber Gasket at stationers everywhere. (Foot pedal model available at $35.75)

For full information write:

Swingline® INC. LONG ISLAND CITY 1, NEW YORK

World's largest manufacturers of staplers for home and office

#4 OFFICE STAPLER

Tot "50" POCKET STAPLER

#27 OFFICE STAPLER

*Slightly higher in the West

For More Information Circle No. 255

No one can read my boss' secrets ...NOW!

...because I destroy our company's confidential papers with my portable Bantam-10 SHREDMASTER. Destroying confidential papers and obsolete records used to be quite a problem. Now it is no trouble at all—I simply feed them into my Bantam-10 and out come unreadable shreds, ready for the trash can.

Your company, too, can have the same protection as thousands of other security-minded businesses, government agencies and banks enjoy with the SHREDMASTER Bantam-10, the only paper shredding machine designed for office use.

FREE 10-DAY TRIAL—New illustrated folder describes unique Bantam-10, gives full details about Free 10-Day Trial.

Write today for Circular 40
Room 1116, 9 East 40th St., New York 16, N. Y.

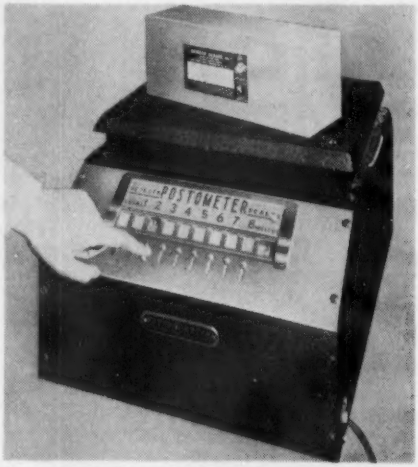
The SHREDMASTER Corporation
A DIVISION OF SELF WINDING CLOCK CO., INC.
Manufacturers also of the Clipper-14, only heavier duty shredding machine suitable for office use.
Sales and Service in all principal cities in U. S. and Canada

For More Information Circle No. 340

the Underwriters' Laboratory and Safe Manufacturers' National Assn. labels showing they can effectively withstand a severe fire reaching 2000° F. for at least four hours, while Meilink's B label safes can withstand temperatures up to 1850° F. for two hours. **For More Information Circle No. 102.**

PARCEL POST SCALE

Detecto Scales, Inc., 540 Park Ave., Brooklyn 5, N. Y., announces the Post-O-Meter, a self-contained unit designed to eliminate expensive delays caused by underpostage and unnecessary costs of overpostage. The parcel is simply placed on the platform and the correct zone selected by pressing the proper key. The



dial is easily visible and cannot be obstructed by package regardless of its size. A hairline indicator automatically gives the exact rate for each zone, illuminated by a built-in light. The capacity of the Post-O-Meter is 70 lbs. x 2 ozs. and it computes postal rates in all zone classifications. A free demonstration in your mailroom may be had upon request. **For More Information Circle No. 122.**

TELEPHONE EAR CUSHION

Apsco Products, Inc., 9855 W. Pico Blvd., Los Angeles 64, Calif., distributes the Hear Muff which slips easily onto the

Victor's new, completely automatic printing calculator with the

New Simpla-Key

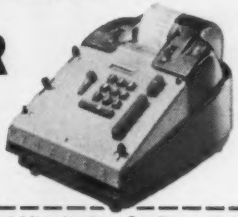
Lets you automatically multiply, add, subtract, or divide with a flick of One Key!

Flick Up to Multiply

Center to Add, Subtract

Flick Down to Divide

VICTOR Automatic Printing CALCULATOR



Imagine! Multiply, divide, add or subtract with the new Victor Calculator—all automatically! Just flick the Simpla-Key—enter figures as you'd write them—and the machine does the rest. Unbelievable!

A printed tape, with a true symbol, identifies figures entered and operation performed. See the unique Victor Calculator today. Convenient terms. See "V" for Victor in the adding machine section of the Yellow Pages.

VICTOR ADDING MACHINE CO., CHICAGO 18, ILL.
Victor-McCaskey, Ltd., Galt, Ontario

Manufacturer of Business Machines, Cash Registers, Business and Industrial Systems, Electronic Equipment, Electri-Cars.

Victor Adding Machine Co., Dept. O-557
Chicago 18, Illinois

Send me complete new brochure on Victor Automatic Calculator.

Name_____

Company Name_____

Address_____

City_____ Zone____ State____

For More Information Circle No. 401

TRY THIS MODERN WOOD BLOCK STAMP PAD! . . . . . .

Outlives Two Ordinary Stamp Pads

- Wood Block is chemically treated to hold large amounts of ink and to feed just the right amount to the surface!
- Ink dries instantly on paper yet never dries in the pad!
- Pad surface is always flat and firm does not collect lint!
- Ink cannot gush up between the type causing a blurred impression!
- Impressions are always strong, clear, brilliant and waterproof!
- Ink penetrates pad quickly, will not stand on surface as with ordinary pad!
- Clear-Print Ink and Pad are never affected by moisture or humidity!

FREE SAMPLES gladly sent to Interested Dealers!

L. A. PHILLIPS, *President*

Phillips PROCESS CO. 192 MILL ST., ROCHESTER 14, N.Y.

For More Information Circle No. 345

receiver of a telephone, and presents a durable plastic foam surface to the ear so that the longest conversation is not tiresome. The unit will not tear or wear off, is simple to clean and reduces outside noises to a minimum. The ladies can use

the Hear Muff without removing earrings. The Hear Muff is available in two model sizes, to fit standard and new modern telephone instruments. **For More Information Circle No. 114.**

BINDER LABEL HOLDER

Cel-U-Dex Corp., New Windsor, N. Y., makes Bind-X label holders which make it easier to locate a particular post-binder which may have been put away years ago, usually on a shelf with dozens

of others whose exteriors look exactly alike. Bind-X is also used to index maps, plans, blueprints, charts, swatches, etc., individually or by groups. It is frequently utilized for shelf-filing, for example where thousands of negatives in enve-

pronto

STORAGE FILES

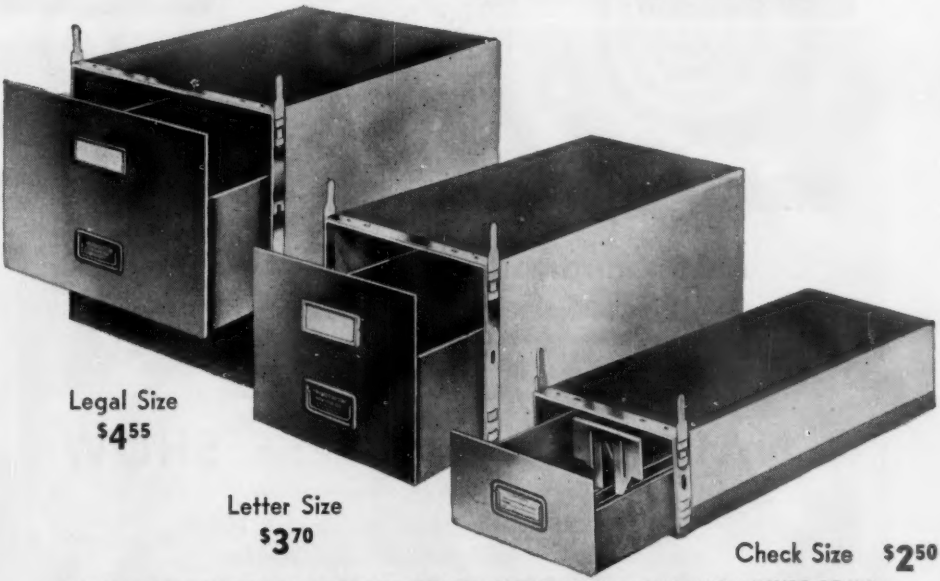
20 sizes to choose from. Size and price chart on request.

LOCATE YOUR RECORDS EASILY—No more need of fussing and fuming. With Pronto files you can get at all records just as easily as in your regular active files.

STURDY CONSTRUCTION—Prontos are built of 275-lb. test corrugated fibre board and reinforced with steel on the shell and the four corners of the drawers.

BEAUTIFUL APPEARANCE—Pronto files are beautiful in appearance, finished in an attractive olive green to match your regular active office files.

SAVE FLOOR SPACE—Constructed to interlock into solid units. Stack as high as the ceiling—save valuable floor space.



PRICES SLIGHTLY HIGHER IN TEXAS, COLORADO, WEST OF THE ROCKIES AND OUTSIDE OF U.S.A.

For More Information Circle No. 294

PRONTO FILE CORPORATION

415 MADISON AVENUE, NEW YORK 17, N. Y.

Most Important Business Show Ever!

The 1956 National Business Show went way beyond anything ever held before: ★ Most Important in number of exhibits ★ Most Important in attendance ★ Most Important in enthusiasm.

...and the 1957 Show promises to be still more important.

NATIONAL BUSINESS SHOW

All *the industry exhibits*—All *management attends*

OCT. 28th THROUGH NOV. 1st, 1957

New York Coliseum, Columbus Circle, New York

Rudolph Lang, Managing Director

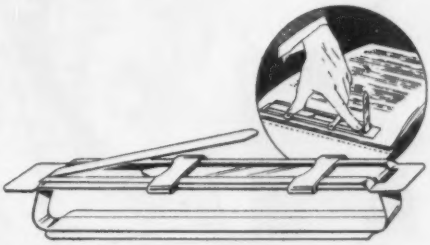
33 West 42 Street, N. Y. 36, N. Y. · Pennsylvania 6-6760

For More Information Circle No. 253

lopes or similar materials are shelved. It can be attached to a simple divider, such as a sheet of cardboard, an envelope, or to items themselves. Any kind of open back book, scrap book, sample book and different kinds of binders, can be quickly and easily labeled. Bind-X inserts are typed, written, lettered or printed to indicate dates, subject matter, numerical or alphabetical order, or other classification. They are easily slipped in place and as easily removed if changes become necessary. Made in 6″-strips, Bind-X can be cut to provide three 2″, or six 1″ labels, or units of any length. The Bind-X flange is moistened and pushed in at a convenient point in the back of the binder. It is held fast by adhesive gum which sticks to paper, cardboard, wood, metal and plastic. There is a choice of widths: ½″, ¾″, 1″; and eight colors for coding; green, blue, red, orange, pink, amber, lemon, clear. Stationers sell Bind-X for 30c the 6″-strip. For samples and information, **Circle No. 163.**

FILE FASTENER

Charles Leonard, Inc., 5804 64th St., Maspeth 78, N. Y., makes the Presto Prong Paper Fastener with smooth edges for safety. It is fast, easy and economical to use for any type of paper records: correspondence, invoices, vouchers, loose



leaf records, manuscripts, sales slips, etc. Made of high quality steel with non-corrosive finish. Available with either continuous base and prongs or attachable prongs, in sizes from 2¾″ to 8¼″ center-to-center and capacities up to 6″. **For More Information Circle No. 158.**

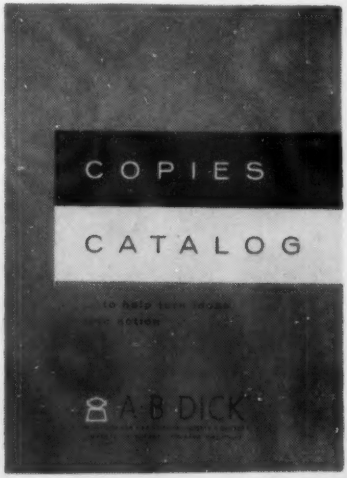
For More Information Circle No. 343

For More Information Circle No. 354

LITERATURE from the Manufacturers

Duplicating Ideas

A. B. Dick Co., Dept. 0-57, 5700 Touhy Ave., Chicago 31, Ill., offers a Copies Catalog showing the uses of duplicating "to help turn ideas into action." It contains a wide range of samples of duplicated material, illustrating the variety of communications that can be produced in the office. It briefly explains the principal advantage of each duplicating proc-



ess: offset, mimeograph, spirit and Azograph, and states: "Why argue about processes? Each duplicating process has valuable features. Each has its place in business today. You get the real benefits and savings of modern duplicating when you have the process or combination of processes that fits your individual needs." Samples, all duplicated on standard A. B. Dick equipment, include full-color illustrations, direct mail material, office and factory forms, copy prepared on tabulating and accounting machines,

slim, yet takes constant rough handling without breaking down...

neenah ONIONSKINS

Neenah onionskins have the built-in strength to withstand daily rough handling without breaking down. The secret? They are made of strong cotton fibers.

They are also brilliantly blue-white with the opacity of heavier papers. They are ideal for prestige reports and valuable papers.

neenah paper company
neenah, wisconsin
A Division of Kimberly-Clark Corp.

Neenah
FINE BUSINESS PAPERS
SINCE 1873

Please send me, without charge, the booklet, "3 Keys to Selection and Use of Thin Papers."

O3

Signature_____

Attach to your business letterhead and mail to:
neenah paper company, neenah, wis.

For More Information Circle No. 224

Don't Jump!

till you have seen the man from THE ELBE LINE

Here's a work simplification move you'll want to consider!

Steel Cabinet and 6 clip binders in matching office gray. This all-new subject reference file cabinet is compact, convenient and versatile. Keeps important facts at your fingertips. No more file safaris!

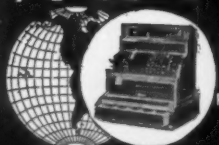
Elbe File & Binder Co., Inc.
FALL RIVER, MASSACHUSETTS

New York Showroom: 411 Fourth Ave.
ONE OF AMERICA'S LARGEST MFRS OF LOOSE LEAF PRODUCTS

For More Information Circle No. 375

CASH REGISTER PARTS

WORLD WIDE SERVICE



HIGHEST QUALITY PRODUCTS

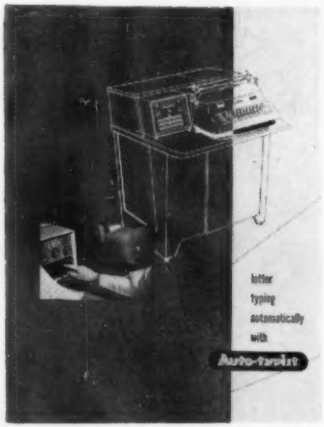
CASHERE CORPORATION
Successor to International Cash Register & Parts Co.
207 E. Evergreen Ave., Mt. Prospect, Ill.

For More Information Circle No. 376

shipping tags and post cards, and many other kinds of paperwork. For a copy of this catalog, **Circle No. 154.**

Automatic Typing

American Automatic Typewriter Co., 2323 N. Pulaski Road, Chicago 39, Ill., offers a color folder which illustrates the use of standardized paragraphs in routine correspondence. This literature covers the



many ways push-button automatic typing can be utilized to cut correspondence and typing costs. The folder illustrates and gives complete specifications for all the new Auto-typists. For a copy, **Circle No. 151.**

The Art of Sitting

Remington Rand Div., Sperry Rand Corp., 315 Fourth Ave., New York 10, N. Y., offers a booklet describing the art of sitting. Back in the day of King Arthur's Court and Roundtable, his councilmen were seated on sturdy and strong chairs as they discussed men's business. Today, in business, some roundtables still exist, but many have been replaced with the modern conference table and still many more have been replaced with desks. Entitled, "Gentlemen Be Seated," the lightly-treated, illustrated booklet points out how businessmen and women can be seated in

When looks really count

(and when don't they?)

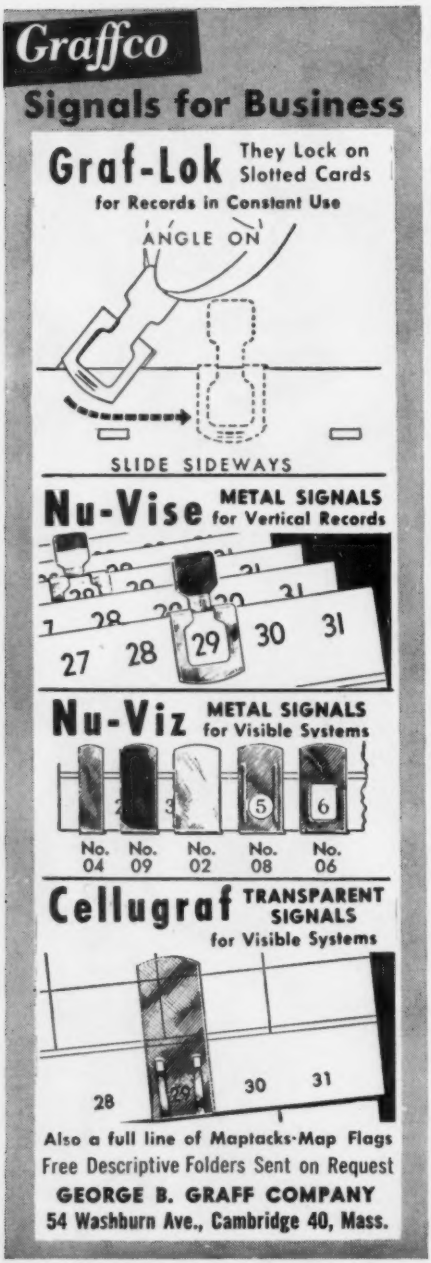
you'll be so glad the letter was typed with a NYLON+AF ribbon

BE OUR GUEST. We want your secretary to try a Nylon + AF ribbon – with our compliments. She will find that the strength of the nylon makes this ribbon outlast all others – and the controlled re-inking properties of the special AF fibers give her beautiful copy every time. Just have her write us on your business stationery, listing the make and model of typewriter she uses. Old Town Corporation, Department 05, 750 Pacific Street, Brooklyn 38, New York.

Old Town

World's foremost maker of inked ribbons, carbons, duplicators, duplicating supplies.

For More Information Circle No. 301

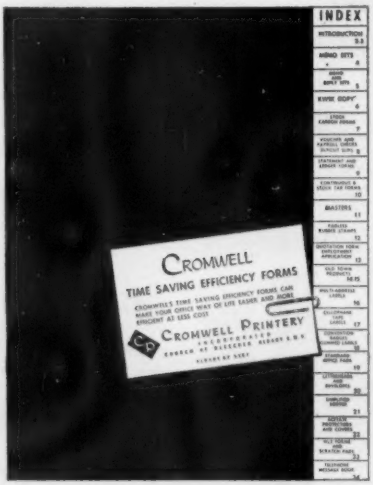


For More Information Circle No. 342

both aluminum and steel chairs. For a copy of "Gentlemen Be Seated" **Circle No. 161.**

Forms Catalog

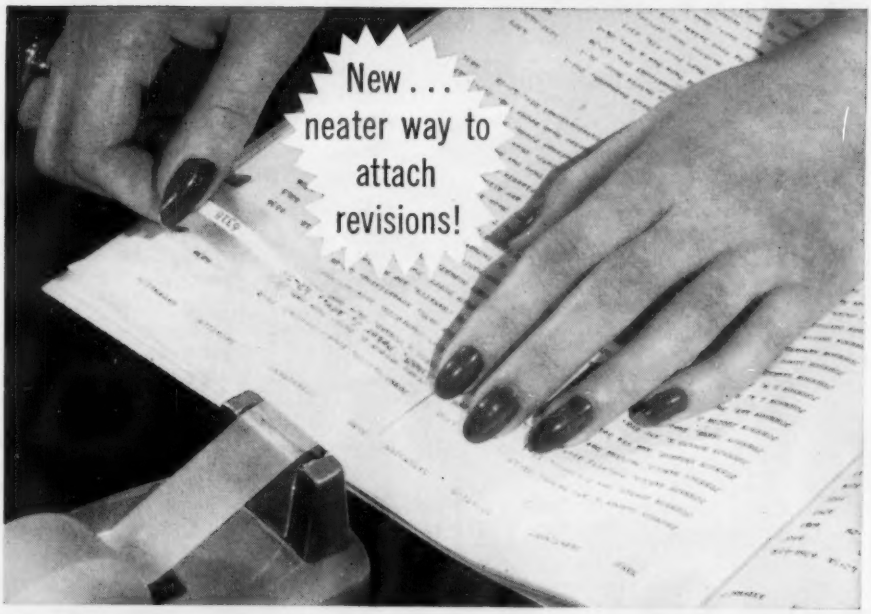
Cromwell Printery, Inc., Church at Bleecker Sts., Albany 1, N. Y., has published a catalog containing descriptions, illustrations and prices of time-saving forms, labels, letterheads, envelopes, duplicating machines, voucher and payroll checks, etc., designed to help produce



more efficient and economical office operation. Many of the items listed are new. A two-part form (original and copy) Telephone Messages Book enables keeping permanent records of all incoming phone calls. There are also snap-out Kwik Copy (original with carbons and second sheets attached) in two, three and four-part sets. For a copy of the catalog, **Circle No. 152.**

Furniture and Equipment

Cole Steel Equipment Co., 415 Madison Ave., New York 17, N. Y., offers their 72-page 1957 Catalog B which is attractively printed in full color and shows the complete Cole line of office furniture and equipment including chairs, desks, files



"SCOTCH" 810 Permanent Mending Tape!

Holds invisibly . . . mends invisibly . . . and you can write on it!

Here's the *modern* way to neater, better-looking office records! "SCOTCH" 810 Permanent Mending Tape is completely transparent, with a special dull-finish surface you can write on with pencil, ink or typewriter. And this new tape won't shrink, won't cloud, won't ooze adhesive . . . ideal for valuable documents, books, maps!

Get the ideal tape for all permanent sealing, attaching, mending jobs —"SCOTCH" 810 Permanent Mending Tape!

REG. U.S. PAT. OFF.

SCOTCH
BRAND
810 Permanent Mending Tape

The term "SCOTCH" is a registered trademark of Minnesota Mining and Manufacturing Company, St. Paul 6, Minn. Export Sales Office: 99 Park Ave., New York 16, N. Y. In Canada: P.O. Box 757, London, Ontario.

PRODUCT OF 3M COMPANY RESEARCH

For More Information Circle No. 203

TYPE CLEANING MADE EASIER

Typists and business machine operators want *Norta Plastic Type Cleaner —It's easy to use—no mess —no liquids to spill.

CLEANS
• Typewriters
• Billing Machines
• Adding Machines
• Addressing Plates
• Marking Devices, etc.

*NORTA THE ORIGINAL PLASTIC TYPE CLEANER

Free sample sent upon request write to

NORTA DISTRIBUTING COMPANY
1165 Broadway, New York 1, N. Y.
For More Information Circle No. 363

Nippo Check Writer

Gives the same POSITIVE PROTECTION as machines costing up to $500.00.

It is a machine that will absolutely prevent the mutilation, alteration or forging of the figures in checks and other valuable securities.

(G Type)

Nippo Machine Industry Co., Ltd.
Tenji-cho, Nishi-ku, Yokohama, Japan
For More Information Circle No. 364

PLATENS PARTS SUPPLIES
for TYPEWRITERS and other office machines

Now in New and Larger Quarters

TYPEWRITER EQUIPMENT CO., INC.
25 Park Place, New York 7, N. Y.
For More Information Circle No. 365

The Ferris ROTARY FILES

THE WORLD'S LARGEST SELECTION OF MOTORIZED & MANUAL FILING EQUIPMENT.

Over 150 models available
Holds any record size (2x3 thru 12x14)
Capacities from 5,000 to 200,000 cards per unit
Cards come to a comfortably seated operator in an average time of three seconds
Used by leading companies
One unit holds several different record sizes

FERRIS BUSINESS EQUIPMENT
45 Seymour St., Stratford, Conn.
For More Information Circle No. 366

and cabinets, shelving, safes, partitions and modular furniture units. Each item is pictured, priced and fully described. This makes Cole's catalog a useful reference book for office executives and purchasing agents. For a free copy of this catalog, **Circle No. 156.**

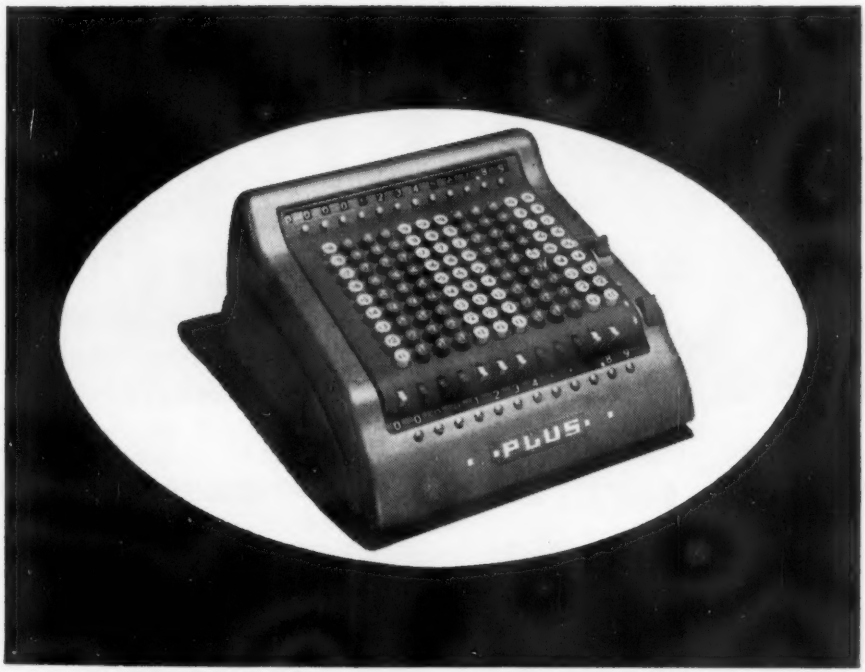
Book Rack

Catskill Craftsmen, Inc., 2 West 45th St., New York 36, N. Y., offers an illustrated folder describing the Rol-Rack book rack which provides five feet of

shelf space for books and is mounted on heavy, ball bearing swivel casters for rolling wherever needed. For a copy of this literature, **Circle No. 153.**

Disbursement Protection

Todd Co., Box 910, Rochester 3, N. Y., offers a manual on safe, efficient office disbursement methods, subtitled "44 Ways to Protect Your Bank Account". Pointing out that every year, "thousands of American businessmen suffer from attacks on their bank accounts by check crooks," the manual describes in detail the steps needed for complete disbursement protection. For a copy of this manual, **Circle No. 155.**



Duplex Electric Model 912 ED/a-(Illustrated) features extra 'Memory' register, Automatic Accumulation, Subtraction and 'Full Cent' but represents no greater investment than other ordinary single register machines.

Unrivaled for payroll, billing, sales analysis and statistical work.

PLUS

- RAPID ADDERS
- HAND OPERATED CALCULATORS
- SIMPLEX ELECTRIC CALCULATORS
- DUPLEX ELECTRIC CALCULATORS

Plus Computing Machines, Inc.

(one of the Control Systems group of companies)*

5 Beekman Street, New York 38, N. Y.

Telephone: REctor 2-0045

For More Information Circle No. 204

Ten years of proof...

THAT COLONIAL QUALITY + THE GOLDEN RULE = CUSTOMER SATISFACTION

Above you see our humble birthplace, below our fine new plant.

In between, what you can't see, is the energy, activity, and enthusiasm of all of us at COLONIAL, that have gone into making better duplicating products for *YOU*. We're proud of our brief history, and grateful to have earned your confidence, but we think the future will bring even greater rewards both to you and to us. For with our improved facilities we expect to do an even better job of serving *YOU*.

The GOLDEN RULE is our policy, always. You can have complete confidence in COLONIAL, its name and its products.

MANUFACTURING EXCLUSIVELY FOR THE WHOLESALE TRADE

Colonial CARBON COMPANY SKOKIE, ILLINOIS

SPECIALISTS IN SPIRIT MASTER UNITS, SPIRIT CARBON, GELATIN CARBON AND MANY RELATED DUPLICATING SUPPLIES

For More Information Circle No. 344

The Business Woman

(Continued from page 84)

proceed by inducing confidence and they suggest safekeeping. The moment things go amiss, they wail at you for having suffered them to witness your drowning.

Timidity is often the reason women fail to handle bosses correctly. They're afraid to speak up and to demand their rights. Veteran employees will go on for years, taking abuse, being talked down to by a superior with the egregious excuse that thus they are "handling" a boss. It won't do for a woman who wants to impress the brass with character and resolution. Handling is never a passive state. It is positive and creative. In handling superiors, subordinates do not stretch out like a rug and let the mighty roll over them. Being imposed upon is about as related to "handling" as grabbing a broncho by the tail is equivalent to riding him.

Even in chronic cases of ranting bosses, proper handling will make a difference. In the vernacular, it will pay off. A certain superior for years was a holy terror to all subordinates. He always depended on his secretary for everything. This poor woman took abuse as part of her routine. It was there; she could do nothing about it. She left on a vacation one year and the firm's personnel department sent a young girl to fill in until the secretary returned. As is the case in many organizations, they preferred not to warn the replacement about the sort of blow-up the executive was.

The girl hardly had a chance to sit down at her desk when pandemonium broke loose. A big order was cancelled.

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MATS and RUNNERS

The quality floor mats that reduce fatigue and increase efficiency for all who must work standing.

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Now packed in unbreakable beautiful ½ lb. and 1 lb. PLASTIC CONTAINERS

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Kleen-All removes stains fast. Leaves hands soft and smooth. Does not remove or discolor fingernail polish. A 100% pure cream—no filler used. Contains no impurities which have to be hidden with color. The SNOW WHITE cleansing cream made solely of cosmetic ingredients. Can be used for removing stains from clothes.

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Our products can be ordered through your local supply house.

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For More Information Circle No. 305

The executive was all over the place. He barked out orders, called in droves of people, repeatedly called long distance and raised Cain generally. During the tumult he summoned his replacement secretary and snapped, "Get me the BL file. Hurry!"

"What is the BL file and where is it?" calmly asked the girl.

"Dammit! How should I know!" the big fellow shot back. "It's the backlog file and I want it. Go and get it."

"I'm a new girl and I can't be expected to know all the details," the young woman stood her ground. "I should think that if you were specific, there would be no fuss."

"What!" roared the big man. He had never heard *this* before. He took a good look at the girl.

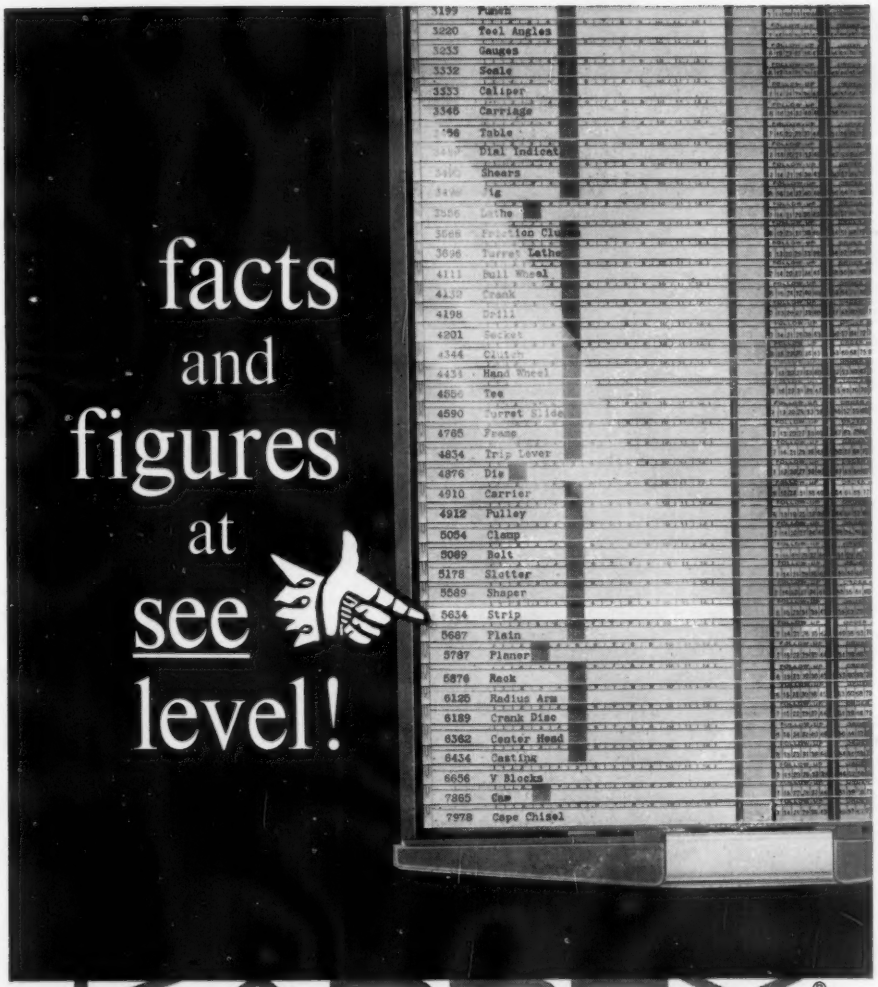
"Young lady," he asked, "what's your name?"

She told him.

"You're all right," he said. "I'm glad you called attention to my failing. I like people to speak up when they know they're right. Of course, I should be specific. I shall remember your advice. Thank you."

When the executive's secretary returned, he saw to it that her replacement was routed to an important secretarial job. Eventually his secretary quit and the young lady was promoted to the post. Subsequently she was moved up to administrative assistant. Five years to the day after she joined the firm she was elected secretary of the company, which is her position today. Handling the boss right paid off!

It will be hard to dispute that, perhaps, one of the most competent and successful women in the country today



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For More Information Circle No. 306

is Mrs. Anne Rosenberg. As Anne Lederer on New York's East Side, Mrs. Rosenberg early learned that handling a superior right was the open sesame to success. When Mrs. Rosenberg was only 16 she organized her girl schoolmates in a Future Voters League. She lived in the Seventh Assembly District of New York. Jim Hagan, oldtime Tammany Boss, ruled the roost in this district for over 40 years. But in 32 of the 40 years the Republicans beat him.

Little Anne Lederer believed she knew what the trouble was. Attending a meeting at Hagan's Tammany Clubhouse she took a good look at the Democratic boss. Jim Hagan was being "yessed" and kowtowed to by cohorts on all sides. The young girl arose and, amidst general consternation, challenged the Tammany Boss to a debate on woman suffrage. The old man's eyes popped and he ordered the youngster to be silent.

"If that's your idea of political argument, no wonder you can't carry your district," she hurled.

This was the key. Jim Hagan sent for the young girl after the meeting. He listened to her and agreed that many of her ideas about politics were practical. Jim Hagan's son was slated to run for alderman. Although Anne was still too young to vote, she was named Hagan Junior's campaign manager. Junior came through with a landslide victory. Anne Lederer was started. She had sized up a superior and handled him correctly.

Thus far we have been talking about relations with superiors generally. How about dealing with female bosses only? Handling the woman superior would seem to most female subordinates to be

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REGNA ADDING MACHINE

Fingertips literally float over the moulded keys . . . everyone who tries this sturdy and dependable **REGNA** becomes a "high speed" operator . . . everyone who sees it admires the streamlined styling, the legible keys and listing, the clear curved window for maximum visibility. REGNA's rugged Universal Electrolux Motor does all the work—chases fatigue—increases daily employee productivity!

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For More Information Circle No. 205

For More Information Circle No. 307

For More Information Circle No. 308

just the same as adjusting to an irrefragible mother-in-law who, for some obscure but cogent reason, refuses to acknowledge a daughter's-in-law right to rank.

Dr. Richard S. Uhrock studied 4,500 workers in industrial plants. He found that more than 85% of the women interviewed preferred to work under a male rather than a female boss. Some plants and offices will not employ female supervisors because they have had bad luck with them.

Dr. Donald A. Laird in his book, *Supervising Women At Work,* reports that out of 521 women who had worked for both men and women, 99.81% said that they would rather work for a man than a woman boss. Only one woman out of the entire 521 said that it wouldn't matter whether her boss was a man or a woman. Other researchers and industrial psychologists have come up with similar findings.

Dr. Karl Menninger, founder of the Menninger Clinic, eminent psychiatrist and author of distinguished books on psychiatry for laymen, has made a significant reference to female bosses. He notes that his studies show that women envy men far beyond ordinary perception. So many little girls, when questioned, have told of wanting to be boys. Many adult women openly state that they wish they had been born men. Delving a little deeper into the failure of many women to succeed as bosses, Dr. Menninger suggests that maybe it is because the woman boss is seen by female subordinates as the substitute for the mother image who is the enemy of the father love developed early in little girls.

Dr. Edward J. Kerph, another psy-

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chiatrist, commenting on the modern woman as an executive, observes that the visceral tensions of women are far more taxing than those of men. As an executive the average woman will recoil faster and be hit harder by the vicissitudes of management than a man.

Whether Dr. Menninger has given us the key to the failure of many female bosses or whether Dr. Kerph has supplied the answer, the fact remains that female superiors must be handled by women subordinates with far more delicacy than male bosses.

The personnel training director for a large super market chain relates that he always instructs female cashier-trainees that, when confronted with a difficult female customer, to smother her with politeness and deference. The difficult customer soon finds no point in irascibility or dissension. This advice holds good for women subordinates in handling difficult female supervisors.

Another method is suggested in instructions given employees of a nationally known Chicago mail order house. The employees of this firm are instructed never to engage in controversy with any employee, whether an associate or supervisor. If a woman feels that she has been wrongly or falsely arraigned, she is to take her case to the personnel director and not to make it an issue between herself and the superior who antagonized her.

"Never argue with a supervisor," employees are cautioned. "Don't raise your voice or give vent to your temper. Remember supervisors have feelings, too. Like yourself they do not care to be insulted or take abuse from anyone."

Bernice Fitz Gibbons, brilliant advertising woman who made history with Gimbel's in New York, also has advice for women who must handle their own sex among superiors. "It's a bad practice," Miss Fitz Gibbons notes, "to get into the habit of defending oneself when criticized. It suggests poor relationship with a supervisor. How much more aristocratic it is to behave like George Bernard Shaw did when criticized.

"A critic once snarled to Shaw: 'The last thing you wrote was lousy.' Shaw smiled affably and replied: 'I agree. But what are two against so many?' "

This is the tack we must take. We must keep our poise. We must never allow ourselves to be swamped or panicked by rearing superiors. The powers that be are never so high that they can escape redress. We are never so low that we can be misused with impunity.

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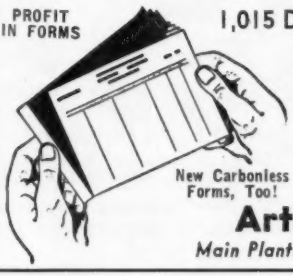

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For More Information Circle No. 303

NEWS of the Office

Budgeteers Annual Conference

The annual conference of the National Society for Business Budgeting will be held May 23-24 at the Palmer House, Chicago. The speakers program will include Morris Cohen, National Industrial Conference Board; Dr. R. K. Burns, University of Chicago; John F. Mannion, Continental Illinois National Bank & Trust Co.; James L. Peirce, A. B. Dick Co.; Nelson C. White, International Mineral & Chemical Corp.; John R. Bartizal, Benjamin Electric Mfg. Co.; Walter R. Bunge, Inland Steel Co.; William A. Patterson, United Air Lines and Ara Parseghian, Northwestern University. Full registration is $35 for members and non-members. Complete information from National Society for Business Budgeting, Box 232, Skokie, Ill.

Systems Meeting Committee

Appointment of an executive committee and western states chairmen for the 1957 International Systems Meeting in Los Angeles, Oct. 7-9, was announced by Leslie H. Matthies, general chairman. Sponsored by Systems & Procedures Assn. of America, the 10th annual systems meeting will bring together more than 1000 authorities in systems, procedures, electronic automation and industrial management at Los Angeles' Statler Hotel. Systems executives appointed to the executive committee are: Norman Carter, Lockheed Aircraft Corp.; Richard Manderbach, Bank of America; David Gindoff, CPA; Marshall Dunn, CPA; Gilman Jenks, Hunter Douglas Aluminum Corp. Western states chairmen are: Dave Montgomery, Simpson Timber Co., Seattle; James McCabe, U.S. General Services Administration, Denver; Claude W. Blain, Price Waterhouse & Co., San Francisco; A. F. Edwards, Republic National Bank, Dallas; Bernard Gamson, Escondido (San Diego); Gil M. Fitzgerald, Tennessee Gas Transmission Co., Houston; George W. Jackson, First National Bank & Trust Co. of Tulsa; Samuel E. Jenkins, Phoenix Title & Trust Co., Phoenix; William J. Bryan, Republic Supply Co., Oklahoma City.

IASA Annual Conference

The latest developments in the application of electronic data processing equipment to the insurance industry will be a feature of the 35th Annual Conference of the Insurance Accounting & Statistical Assn. at the Palmer House, Chicago, May 19-22. Speakers representing life, casualty, fire and health companies will describe how large and small electronic computers are adapted to insurance operations. These discussions will cover studies made by the member companies prior to obtaining electronic equipment, and progress reports from companies employing computers in operations such as policy writing, premium collection and accounting. A featured speaker will be Dr. Samuel H. Alexander, Chief of the Data Processing Systems Division of the National Bureau of Standards. Some 30 manufacturers will exhibit their latest products at the conference. Membership of IASA now numbers over 700 companies, representing all types of insurance. Estimated registration is 1,500 to 1,700 insurance executives from companies in all parts of the U.S. and Canada.

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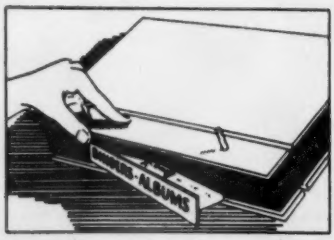

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NEW WINDSOR, NEW YORK

For More Information Circle No. 299

Problem Clinic at Show

If you have a problem in office management, you'll be able to get a solution at the Management Center of the 1957 National Business Show in New York's Coliseum, Oct. 28-Nov. 1. According to Rudolph Lang, managing director of the National Business Show, this year's theme area will be devoted to a problem clinic staffed to answer questions on all types of office management problems. "Roughly," said Mr. Lang, "we're planning on having a panel of national experts to solve office problems in seven critical categories of office management: data processing, methods and procedures, machines and equipment, copying and duplicating, records administration, communications, and personnel administration. We also plan to extend this service to those executives throughout the nation who cannot present their problems in person. This, of course, must be dependent on obtaining the necessary communications channels," he said.

Information Management

The New York Chapter of Systems & Procedures Assn. of America presented a series of five seminars on Information Management last month, according to Milton Reitzfeld who said that a controlled flow of information between management and personnel, and producer and customer, is required for better organization. Mr. Reitzfeld is chairman of the chapter's education committee.

Punched Card Seminar

A seminar on the fundamentals of punched card accounting will be sponsored by the Institute for Management Progress, June 4-6, at the Prince George Hotel, New York, from 6:45 to 8:45 p.m. Michael A. C. Hume, management consultant, will conduct the seminar. Enrollment fee is $35. Information can be had from Institute for Management Progress, Inc., 475 Fifth Ave., New York 17.

Over 50,000 visitors to this year's Office Management Assn. of Chicago's Business Show were greeted by Miss Green Disc, Miss Business Show, Miss Perfect Form, Miss Seminar and Miss Illinois.

M.I.T. Summer Program

The Sloan School for Industrial Management at Massachusetts Institute of Technology will hold a summer program on analysis of production and inventory problems, June 11-21; and organization for research and development, June 17-28. Tuition is $300 for each course. Descriptive literature from Summer Session Office, M.I.T., Cambridge 39, Mass.

India Uses Decimal Coinage

India changed to decimal coinage April 1 when new coins went in circulation. The new denominations are Rupees and Naye Paise instead of Rupees, Annas and Pies. One Rupee is equivalent to 100 Naye Paise; or 16 Annas, 64 Pies; or 192 Pies. Bookkeeping forms are being changed from three to two columns; decimal system adders, accounting machines and cash registers will now be used. The abbreviation for Rupees remains Rs., the abbreviation for Naye Paise is nP. An old and new coinage conversion table

is available from the Information Service of India, 2107 Massachusetts Ave., NW, Washington 8, D.C.

Maine Business Show

Some 40 manufacturers will show their newest products at the Tri-State Business Show in the Portland Exposition Building, Portland, Me., May 15-16. It is sponsored by the Pine Tree State Chapter of National Machine Accountants Assn., Vermont Machine Accountants Assn., chambers of commerce, state agencies and manufacturers' groups. Full information from the show's chairman, D. A. Scully, Bath Iron Works, Bath, Me.

Electronic Data Course

The electronic data processing course given last fall in New York and this year in Chicago by Canning, Sisson & Associates will be repeated in New York, May 20-24 at the Park-Sheraton Hotel. A second session will be given July 22-

Check your mail scale –with the Silver Dollar Test!

• How? Place a silver dollar on your postal scale. It *should* weigh 15/16 ounce. If it reads an even ounce or more, you are wasting postage in too many instances! If markedly *less* than an even ounce, your mail too often arrives "Postage Due," with needless delays and annoyance to the recipients!

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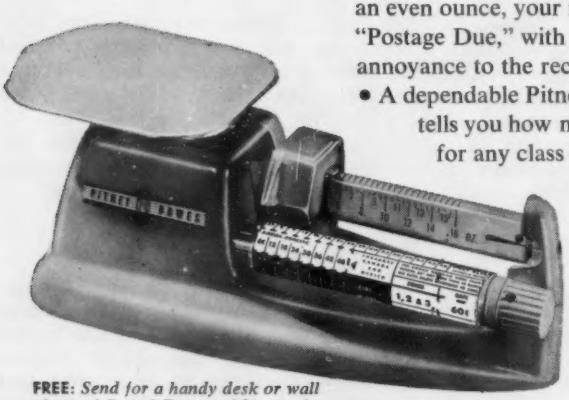

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Made by the originators of the postage meter ...offices in 101 cities in U. S. and Canada.

For More Information Circle No. 357

26 at the Hotel Roosevelt, New York. Cost of the 30-hour course is $160. Information from Canning, Sisson & Associates, 1140 S. Robertson Blvd., Los Angeles 35.

Des Moines Business Show

The North Central States Business Machine & Office Equipment Show will be held in the Veterans Memorial Auditorium, Des Moines, Sept. 17-19, sponsored by the Des Moines Chapter of the National Office Management Assn. in conjunction with a management clinic. Complete information can be had from Burton T. Peake, Box 725, Asheville, N.C.

Manpower Sue of 1956

Ann Nesbit

Ann Nesbit, 28, of Pine Orchard, Conn., was the winner of the Manpower Sue of 1956 contest sponsored by Manpower, Inc., world's largest temporary help service firm. Mrs. Nesbit, a widow, represented the New Haven, Conn., office of Manpower. Sue was awarded a two-week vacation in Paris for two with all expenses paid. The contest was held to determine the ideal part-time office worker in the U. S. and Canada on the basis of competence, industriousness and personality. Local winners from more than 65 cities were judged at Milwaukee, home office of Manpower, Inc.

Executives Win Awards

Awards totaling $15,250 were distributed among 14 employees of General Aniline & Film Corp., according to John Hilldring, president. The awards were for noteworthy achievements contributing towards the profitable operation of the company. Similar special awards were first made last year when the company inaugurated its Executive Incentive Compensation Plan.

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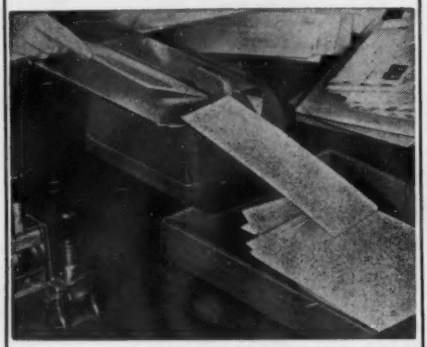

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DEALERSHIPS AVAILABLE — Full dealer discount for big profit sales. Write for literature and dealer prices.

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For More Information Circle No. 386

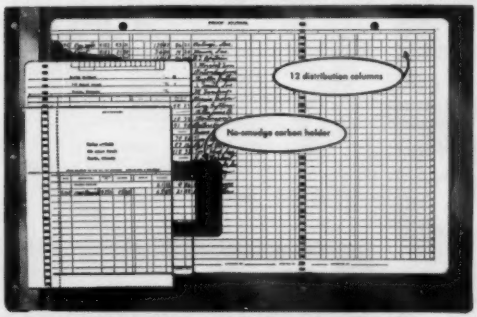
How Envelopes Have Changed

Envelopes have become more than containers of correspondence. They are packages for manufactured goods, holders of weekly paychecks, parts of filing systems, and fill many other uses. Curtis 1000 Inc., merchandiser of business envelopes, is observing its 75th Anniversary. When the company was founded in 1882 at St. Paul by Henry Russell Curtis, it brought printing facilities to bankers and merchants in the rural areas through traveling representatives. The

Even 75 years ago businessmen used letter envelopes for advertising but it didn't make it very easy for the mailman to read the address. These are from the collection of Lewis Stolz of Syracuse, N. Y.

SAVE up to ⅔ of Posting Time!

NEW! — WITH SLIDER RAIL POSITIONING



New Multi-Rite Mercury Pegboard, with Slider Rail Positioning . . . makes it possible to post Accounts Receivables faster and more efficiently than ever before! Handles payrolls too!

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PEGBOARD SYSTEMS

Payrolls, accounts receivable and payable are posted with one writing on a Multi-Rite pegboard system. Eliminates one or two of postings now required!

Many special Multi-Rite applications including system for Insurance Agency Records

ATTACH TO YOUR LETTERHEAD
for free Catalog "A" on
Multi-Rite Pegboard Systems

THE C. E. SHEPPARD CO. 44-03 21st St., Long Island City 1, N. Y. Est. 1900

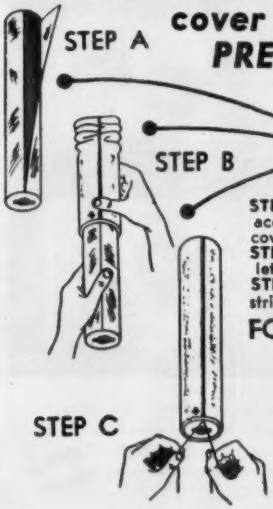
For More Information Circle No. 249

MULTILITH OPERATORS up to 50%

NOW YOU CAN CUT COSTS

STEP A

cover your own dampening rolls with PRESEWN TRI-MOL molleton covers



STEP B

STEP C

IN 5 to 10 MINUTES ANYONE IN YOUR OFFICE can put on their own dampening roll TRI-MOL Molleton covers. It's as easy as A-B-C (see illustrated steps at left). Send in your order today or write for more information.

STEP A — Wrap acetate (sent with cover) around roller.
STEP B—Slide TRI-MOL Molleton cover (as shown) onto roller.
STEP C — Tie ends and cut excess string THAT'S ALL THERE IS TO DO!

FOR ALL MULTILITH & DAVIDSON PRESSES

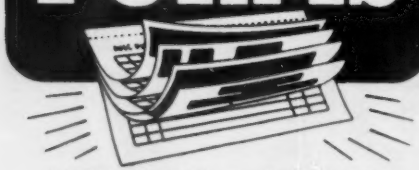
For further information, write:

ROLL-O-GRAPHIC CORP.
133 Prince St., New York, N. Y.

DEALERS AND DISTRIBUTORS INQUIRIES INVITED

For More Information Circle No. 250

SAVE MONEY
TIME and LABOR
with
NEW ELECTRONIC HOT WAX PROCESS
SPOT CARBONIZING
OF YOUR OFFICE & BUSINESS
FORMS



SPOT CARB is applied directly to back of each sheet in any size or shape. Clean, non-smudge. Eliminates necessity of carbon interleaving. Possibilities of simplification and savings are practically unlimited. Perfect for all forms — from small, receipts to large accounting forms — single or multiple sets. Our complete plant handles printing, spot carbonizing, binding. Contact us direct for details, or call your regular supplier. Ask for free SPOT CARB samples and booklet "How to save with SPOT CARB."

SPOT CARB

SPOT CARBON PRODUCTS
56 LAFAYETTE STREET, NEW YORK 13, N. Y.

Send samples of SPOT CARB forms and free booklet "How to save with SPOT CARB"

FIRM .....

ADDRESS .....

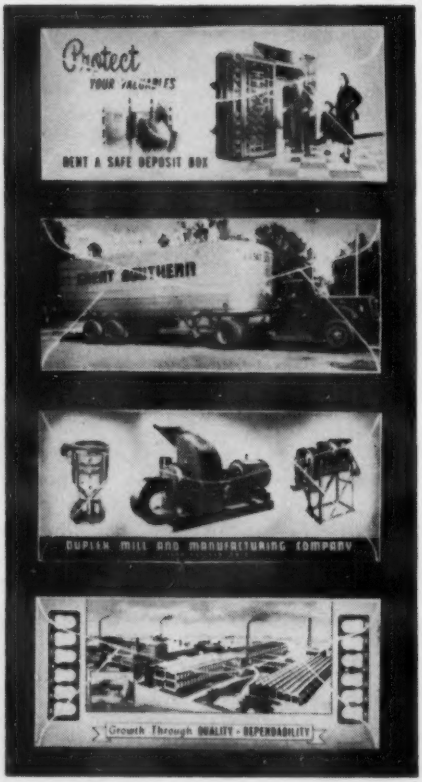
SIGNED .....

For More Information Circle No. 387

firm now operates six plants throughout the U. S.

Prior to 1840, most envelopes were handmade in stationery stores. One boy would cut out blanks of paper 25 at a time, by using a tin form to guide the sharp knife. Other clerks then folded the flaps one at a time. Production was slow and the crude envelopes were inclined to be of irregular shape. When Great Britain introduced the penny postage stamp in 1840, the demand for envelopes grew and machines were developed to make them.

Pictorial advertising on the back of

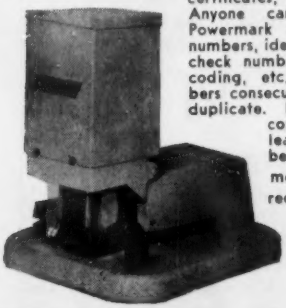


Today postal regulations limit the advertising space on the face of an envelope but the entire reverse side can be used. These are samples of Artographic printing by Curtis 1000 Inc.

THE NEW POWERMARK NUMBERING-DATING MACHINE

HAS POWER FOR PRINTING . . . POWER FOR INKING

for carbon-interleaved forms, invoices, insurance certificates, purchase orders. Anyone can operate the Powermark to print client numbers, identification codes, check numbering, inspection coding, etc. Machine numbers consecutively, repeat or duplicate. Easily prints 8-copy carbon-interleaved sets. Can be furnished to meet any individual requirement such as remote triggering. Write for complete data.



FORCE WESTERN, Inc.
434 S. Wabash Ave., Chicago 5, Ill.

For More Information Circle No. 393

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at the university level
at the high school level
at the grade school level

THOUSANDS OF ADMINISTRATORS SELECT TELKEE SYSTEMS . . .

Because Telkee handles the complex situation in schools which must have positive key control.

How Telkee Works: Keys are indexed three ways: by description of item locked, by hook number, by lock number. Cross Index, then, shows where every key is. No more lost keys, less duplicate key expense, guaranteed key control. With Cross Index hidden, keys have maximum security even if cabinet is forced open.

Free Booklet Available: Obtain complete facts on Telkee Systems today without obligation.

For free Booklet, write to Dept. O 57

TEL KEE *The* **MOORE KEY CONTROL®** *Systems*
P. O. MOORE, INC.
A SUBSIDIARY OF SUNROC CORPORATION GLEN RIDDLE PA

For More Information Circle No. 394

DID YOU KNOW?

you can save money by using...

LOOSE-LEAF PRESTO ACCESSORIES

- STOP and THINK what you may be spending yearly for loose-leaf accessories.
- STOP THIS WASTE! By using PRESTO you can save hundreds of dollars. Efficiency-minded companies everywhere are already making gigantic savings in time and effort by using PRESTO.

See your local stationer or write us for name of nearest PRESTO dealer.

CHARLES LEONARD, Inc.
58-04 64th Street, Maspeth 78, N. Y.
MANUFACTURERS OF STATIONERY SPECIALTIES

For More Information Circle No. 395

ZIP-O-RITER

Addresses Directly from Card Files

Writes Headings On Work Sheets Accounting & Tabulating Forms

INDISPENSABLE FOR
MANY OFFICE ADDRESSING & DUPLICATING PROBLEMS.

Anyone can use the ZIP-O-RITER which prevents copying errors. Addresses or duplicates without plates, inks or costly machines.

S & M DISTRIBUTING CO.
3875 GARLAND ST., WHEAT RIDGE, COLORADO

For More Information Circle No. 292

FOR AND ABOUT
PART TIME PERSONNEL
IN NEW YORK CITY . . .

. . . You can clear up peak load problems in your office by using SIGNAL to supplement your regular office staff. For typists, clerks, etc., by the day, week or month . . .

SIGNAL MUrray Hill 7-1934
SIGNAL OFFICE SERVICES, Inc.
415 Lexington Av., New York 17, N. Y.

For More Information Circle No. 380

CORRES-FILE increases efficiency — saves time (50%) and money—improves employee morale, by taking the file clerk out of the laboring class! PATENTED

Saves

TIME, LABOR and up to 40% in SPACE!

Effective Tools for Effective Management

WASSELL ORGANIZATION, INC.
Westport, Conn.

Phone Westport, CA 7-4111, or mail coupon.
Please send free Booklet on CORRES-FILE

Name _____
Company _____
Address _____
City _____ State _____

For More Information Circle No. 381

envelopes is one of Curtis' specialties and the illustrations show today's Artographic envelope printing in contrast to envelope advertising in the mid 1800's. Postal employees must have had difficulty reading addresses on the old envelopes. Postal regulations today limit the printing on the face of the envelope to allow 3½" of clear space for addressing, but the entire reverse side of the envelope can be used for advertising purposes.

Methods Improvement Contest

The Industrial Management Society solicits entries for its 7th Annual Methods Improvement Contest to be held in conjunction with its 21st Industrial Engineering and Management Clinic, Oct. 30-Nov. 1, at the Hotel Sherman, Chicago. Industrial plants and companies as well as college student groups studying industrial engineering are invited to submit entries. The society will award trophies for 16-mm films describing "before" and "after" phases of methods improvements. Individuals will receive certificates of merit. Rules for the contest may be obtained from Industrial Management Society, 35 E. Wacker Drive. Chicago 1.

"Our archivist is a little out-of-sorts today."

SUPPLIERS OF EXPERTLY CONSTRUCTED

SILK FABRICS

AND

NYLON FABRICS

FOR MANUFACTURERS OF
QUALITY TYPEWRITER RIBBONS

BOMONT, INC.

21 WEST STREET, NEW YORK 6, N. Y.

TELEPHONE HANOVER 2-5425

For More Information Circle No. 191

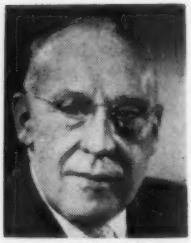
NEWS of the Industry

Ditto General Manager

Scott Harrod

K.M. Henderson, president, Ditto, Inc., announced that the board of directors elected Scott Harrod to its membership and named him to the newly established post of executive vice president and general manager. Mr. Harrod was formerly vice president with responsibility for finance, research and manufacturing. His new post will encompass marketing, and Canadian operations. Creation of four top level operating committees to deal with the functions of policy, sales, product development and finance was also reported by Mr. Henderson. The purpose of these committees is to effect better coordination of overall activities.

Burke Joins Interstate



John F. Burke

Interstate Metal Products Co. of Chicago and Michigan City, Ind., announced the appointment of John F. Burke to head its new office equipment division as sales manager. Mr. Burke, formerly with Maso Steel Products Corp. stated that virtually 100% of Maso's sales force is working for Interstate and almost all Maso's dealer organization was acquired by the new company. In addition to the office machine stands, utility stands, steel cabinets and plastic chair mats now available. Interstate plans a complete and diverse line of office furniture and equipment to be introduced to the trade in the near future. Mr. Burke added, "For more than 25 years, Interstate has been one of the largest suppliers of office equipment for private labels. Now that we are in the open market we intend to build this organization into the largest manufacturer of office equipment in the U.S. Our Michigan City plant, headed by skilled engineers backed up by a large research staff, is second to none in size. We have every element needed to reach a position of leadership in the office equipment field."

Pencil Companies Reunite

H. U. Bittman

H. U. Bittman was elected president and general manager of A. W. Faber-Castell Pencil Co., Newark, N. J., following sale of the majority stock interest. Gustave E. Wiedenmayer, executive vice president of the National Newark & Essex Banking Co. of Newark, heading a group of local businessmen and former stockholders, bought the controlling interest in the Newark company. A. W. Faber-Castell of Stein near Nuremberg, Germany, also participated in the group. Mr. Wiedenmayer was elected chairman of the board, and Count Roland von Faber-Castell, of Faber-

FASTER, EASIER RECORD REFERENCE

Index tabs aren't all the same. You'll find this out when you try our FREE SAMPLE of VICTOR MAK-UR-OWN.® You'll see too, how easily they can be adapted to any complex indexing job, and how you can depend upon their permanence. You'll find MAK-UR-OWN Tabs to be economical because they come in convenient 6 inch strips and can be cut to any size you need.

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Remington Rand DEALER SALES
Division of SPERRY RAND CORPORATION
NORTH TONAWANDA · NEW YORK

VICTOR SAFE & EQUIPMENT—P. O. BOX 520
North Tonawanda, New York

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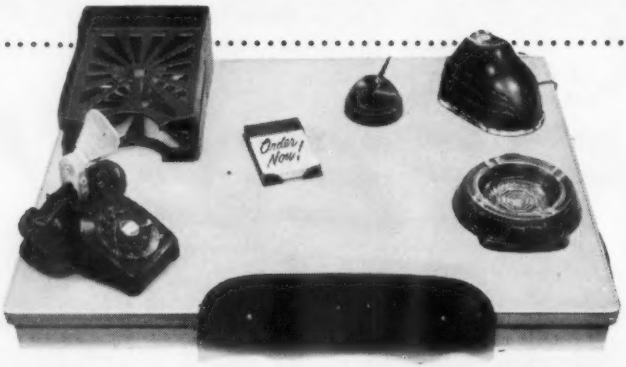
NAME_____
FIRM_____
ADDRESS_____
CITY_____ZONE____STATE____

For More Information Circle No. 252

IT'S EFFICIENCY WITH THE MODERN LOOK!



Time-savers on the desk top...and with the modern look you want! Everybody approves when you select desk top equipment designed by the Bert M. Morris Co. They're matched in color, style, and utility!

Include this modern desk top equipment in your office planning. Available from the Bert M. Morris Co. is a 1957 Catalog to help you plan wisely. *Write for it!*

ESSENTIALS IN EVERY OFFICE

Morris Safe-T-Set
Beauty with efficiency—large ink supply can't leak, won't spill, is easy to fill.

Morris Memo Holders
Holds standard memo paper. Available with ball point pen attached.

Morris Phone Rest
Frees both hands. Fits all phones—either shoulder.

Morris Trays—Letter & Legal
Easy access with rear suspension. Stacks to any height.

Morrisharp Electric Pencil Sharpener
Fast, self-starting. Cutting stops when desired point is obtained—choice of medium, fine, extra-fine.

Morris Ash Tray
HE-MAN size...Perfect for sales meetings...removable glass liner... matches newest style in steel office furniture.

BERT M. MORRIS CO.

8651 WEST THIRD STREET, LOS ANGELES 48, CALIFORNIA

In New York: 381 Fourth Avenue

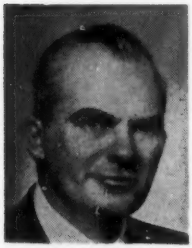
In Canada: McFarlane Son & Hodgson, Ltd., Montreal Quebec

For More Information Circle No. 206

Castell abroad, was named a director.

Mr. Bittman has been with the Newark company more than 30 years, and was vice president and general manager the past 14 years. The Newark company was established as the American branch of the European company in 1843. In 1918 it was taken over by American investors. Robert Metzler, who died in 1933, bequeathed his 60% holdings to the Newark Welfare Federation, with stipulations for its sale and use of the proceeds by Newark's Community Chest.

Heads International Division



A. F. Niendorff

Royal McBee Corp. announced the appointment of A. F. Niendorff as vice president of the corporation in charge of international sales and production. Mr. Niendorff succeeds D. B. Starrett, who is retiring as president, Royal McBee International Division and vice president of Royal McBee. Mr. Niendorff, who will make his headquarters in Frankfurt, Germany, will have authority over production, sales, and service activities of Royal McBee outside the U. S. and Canada, including manufacturing and sales subsidiaries in Europe and Latin America, and sales representation in over 100 countries.

Addo Reorganization

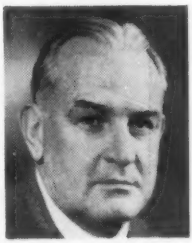
A new corporate organizational set-up to meet the requirements of the company's steady growth in this country was announced by George Agrell, president of Addo Machine Co. The original Addo Machine Co. will function solely as an importing company. The newly-formed Addo-X, Inc., 300 Park Ave., New York, takes over distribution of the company's three main lines: Addo-X, Adler and Roneo. President of Addo-X, Inc., is N. Gosta Arnheim, vice president in charge of sales of Addo Machine Co. George Agrell is chairman of the board of Addo-X, Inc. There will be no basic policy changes, said Mr. Agrell, and the

George Agrell

N. Gosta Arnheim

reorganization is solely to improve service to dealers and customers. The service department and warehouse remain at 37 West 65th St., New York 23.

Medical Education Committee



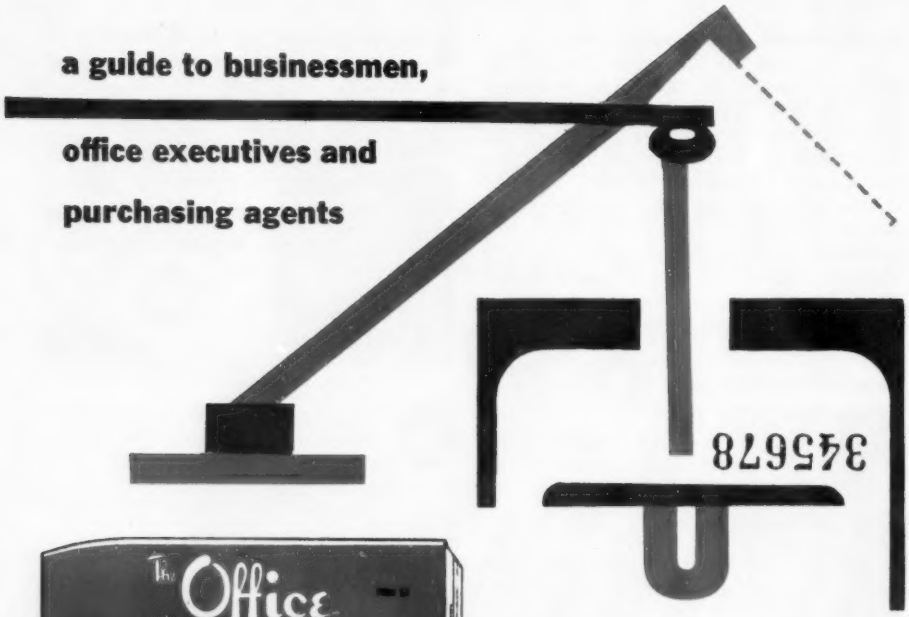
Walter H. Wheeler Jr.

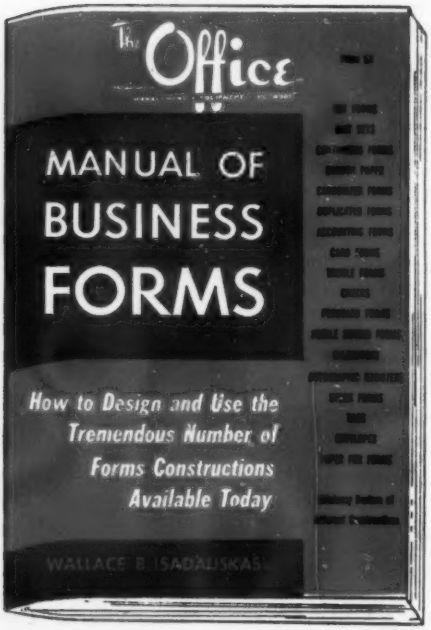
Walter H. Wheeler Jr., president, Pitney-Bowes, Inc., has accepted chairmanship of the Office Equipment Division of the National Fund for Medical Education, Colby M. Chester, chairman of the fund's committee of American Industry, announced. The Committee of American Industry, a division of the National Fund for Medical Education, is spearheading a nationwide appeal to raise $10,000,000 each year for the country's 82 accredited medical schools. Mounting deficits, brought about by increased demands for health services and expanded teaching curriculum, make it necessary for the schools to receive additional annual private support. Serving with Mr. Wheeler are Melville W. Borders, president, Wilson Jones Co.; Albert C. Buehler, president, Victor Adding Machine Co.; Albert B. Dick III, president, A. B. Dick Co.; Howard W. Gunlocke, president, W. H. Gunlocke Chair Co.; Richard Jonas Jr., president, Oxford

a guide to businessmen,

office executives and

purchasing agents





THE ONLY OBJECTIVE WORK ON THE SUBJECT. For the first time, all the tremendous number of available forms constructions are described in a manner which allows the reader to select the best type for a particular business system. Time studies of forms processing operations are reduced to efficiency factor figures in easy-to-read charts which pinpoint the basic advantages and disadvantages of each type of construction. In addition, there are chapters on carbon paper, tags, envelopes and paper. Other chapters thoroughly cover duplicated forms, checks, pegboard forms, autographic registers, stock forms, manifold books, and many others. The Manual includes many pages of informative advertising, providing a wide range of sources for the reader to use in selecting forms manufacturers and suppliers.

MANUAL OF
BUSINESS FORMS
$2 a copy postpaid in U.S.

OFFICE PUBLICATIONS CO.
232 Madison Ave., N. Y. 16

This 65,000-sq. ft. factory of Clary Corp. at Searcy, Ark., will be completed next month for the production of adding machines and cash registers. Rollo Asmussen is general manager of the Searcy division which will give Clary increased capacity at its San Gabriel, Calif., main plant for electronic equipment and new products.

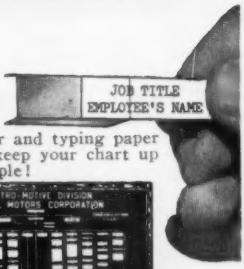
Filing Supply Co.; Frank R. Nichols, chairman, Columbia Ribbon & Carbon Mfg. Co.; John G. Phillips, International Business Machines Corp.; T. W. Robinson, chairman, Ditto, Inc.; George L. Todd, president, Todd Co.; L. C. Walker, president, Shaw-Walker Co.

ICRDA Elects Officers

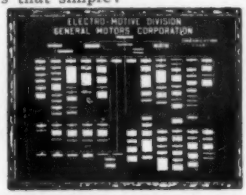
The Independent Cash Register Dealers Assn. reelected its officers for another term. Edward A. Mancini, Chicago Cash Register Co., is president. Miller Huggins, Anderson, Ind., is vice president. Stanley Hayman, Cash Register Sales & Service, Washington, D.C., was elected for the eleventh consecutive year as secretary-treasurer. Irving R. Pressman, Washington, D.C., is general counsel. Kyle Leeds, president, Leeds Cash Register Mfg. Co., Kansas City, Mo., was

STOP COSTLY RE-DRAFTING OF ORGANIZATION CHARTS

THE **COFFIELD** EVERLASTING *Interchangeable* ORGANIZATION CHART



A typist, a typewriter and typing paper are all you need to keep your chart up to date. It's that simple!



- **Sizes to Fit Any Organization Structure**
- **All Parts Are Movable and Re-usable**
- **Photographs for Sharp Prints**

Write for Free Illustrated Folder with Price Schedule No. O-5.

MANAGEMENT CONTROL CHARTS CO.
1731 N. WELLS ST. CHICAGO 14, ILL.

For More Information Circle No. 385

SPEED TYING OF OUTGOING MAIL

SAVE —TIME —LABOR *with an*

AUTOMATIC PAK-TYER

There is an **ALL-PURPOSE PAK-TYER** for every application. Ten times faster than hand tying. Easy to operate and maintain. All bundles and packages can be automatically tied without any adjustment. 3 to 24 ply twine as well as tapes and braids can be used. Several models to choose from. **LET FELINS CUT YOUR MAILING COSTS. WRITE FOR CIRCULARS AND PRICES NOW.**

FELINS TYING MACHINE CO.
3351 N. 35th St.
Milwaukee 16, Wis.

For More Information Circle No. 384

can make
your office forms
SHARPER, CLEANER, MORE PROFESSIONAL
CANODE PREMIUM

The finest fast-drying, black-oil base duplicating ink on the market!

- Minimum penetration
- Minimum offset
- Eliminates cylinder and pad clogging
- For open or closed cylinders in any climate
- Will not destroy stencils

In 1-lb. and ½-lb. cans

Write today for name of your nearest dealer

INK SPECIALTIES CO., INC.
519 N. Halsted St. • Chicago 22, Ill.

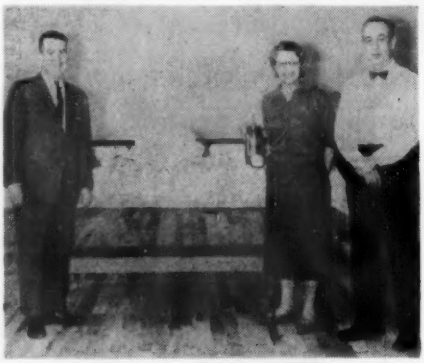
For More Information Circle No. 397

the principal speaker at the banquet held in his honor. The next meeting of ICRDA is scheduled for San Francisco in October.

Over 2800 at NOFA Convention

John E. Mossman

The most successful annual convention of the National Office Furniture Association was held in New Orleans March 28-31, accenting the resourcefulness of the leading manufacturers of the industry in matters of design, beauty and function of their equipment. The convention itself enjoyed a record-breaking attendance, visitors numbering over 2800. More than 150 manufacturers exhibited their products and it is no exaggeration to report that more and better ideas and products in office furniture were shown than at any previous, similar exhibition. A series of excellent and well attended business sessions were high-


An additional 13,000 sq. ft. of assembly and finishing area has been completed at Amberg File & Index Co., Kankakee, Ill., manufacturers of Amfile Filing Supplies, Albums and Phonograph Record Cases. L. to r. are Bertrand Amberg, president; Mamie Wieliezko, department supervisor, and Gilbert Amberg, vice president, during official opening of new area.

NOW YOUR PRESSMAN CAN RUN LARGE SOLIDS ON TISSUE, COATED OR GUM PAPERS WITHOUT FEAR OF STOCK STICKING TO BLANKET.

Only $14.95 Comp set

Introducing THE NEW

Rubber Ejector Rollers*

WHAT IS IT?

It is a set of two steel rollers with synthetic rubber protruding out of lock-tite groove. Rubbers are interchangeable and last for months of continuous use. It takes just three minutes to install in place of present all steel ejectors.

WHAT DOES IT DO?

It prevents paper from sticking to blanket because of large solids and ink tackiness. Holds paper firmly against impression cylinder. Guarantees positive grip and ejection. Helps prevent tail-end of stock from wrinkling. Tissue problems are over.

Dealer Inquiries Invited

post-paid if check with order. 10-day money-back guarantee. Write for folder.

Multiliths and A. B. Dick 350

*U.S. & Foreign Pats. Pend.

Extra rubbers 25c each

Rubber Ejector Roller Company
46 Mortimer Ave., Babylon, N. Y.

For More Information Circle No. 327

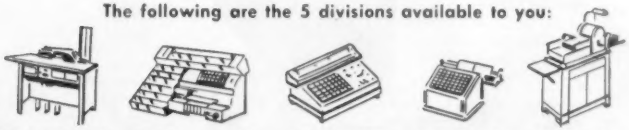
$\frac{1R}{5D} = Q + S + E$

$\frac{\text{1 roof}}{\text{5 divisions}} =$

quality + selection + economy

There are no unknown quantities in this equation. By establishing 5 divisions UNDER ONE ROOF, we enable our customers, both dealers and users alike, to get top quality office machines—any make and any model—at a tremendous saving. It's a solution that proves worthwhile, everytime.

The following are the 5 divisions available to you:



Addressograph Division | Banking Division | Adding and Calculating Machine Division | Bookkeeping Division | Duplicating Division

Apply this time proven equation to your office machine problems today! CALL OR WRITE DEP'T O

INTERNATIONAL OFFICE APPLIANCES, INC.
326 Broadway, New York 7, N. Y. HA 2-6700 · Cable: ADDBOOKAL

For More Information Circle No. 400

"Old Faithful"

Allen's been faithful, too—since 1920

Our time-tested products are also faithful profit-producers for you—made for every purse and every purpose. Boxed under our brand name or yours. Write today or phone BEekman 3-2255 for prompt sample service and quotations on our complete line.

Indicator
CARBON PAPER

INKED RIBBONS

ALLEN & COMPANY
MANUFACTURERS
DIVISION OF DIXON CARBON & RIBBON CORP.
11-13 VANDEWATER ST., NEW YORK 38, N. Y.

For More Information Circle No. 290

IT'S VISIBLE

MODEL 41C CARBON COPIES NUMBERING MACHINE

Will make up to 12 good carbon copies.

WRITE FOR DETAILS

654321
Facsimile Impression

AMERICAN NUMBERING MACHINE CO.
ATLANTIC AND SHEPHERD AVENUES
BROOKLYN 8, NEW YORK
Branch—105 W. Madison St., Chicago 2, Ill.

For More Information Circle No. 396

FAST!! SAFE!!

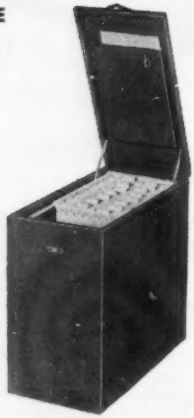
FILING AND FINDING

USE

ATLAS VERTICAL FILING SYSTEMS

FOR

- NEGATIVES
- OFFSET PLATES
- STENCILS
- X-RAYS
- SWATCHES
- ART WORK
- MASTERS



Write for Complete Catalog

ATLAS STENCIL FILES CORP.
16716 Westfield Avenue, Cleveland 10, Ohio

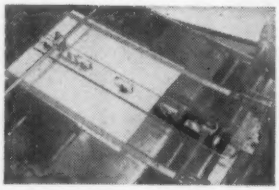
For More Information Circle No. 291

NOW FOR ALL *Multiliths*

VISI-GUIDE

MASTER FEED CONTROL

Boosts Output, Cuts Spoilage
Easier Feeding ALL Stocks!



FREE!

Slash masking and setup time! Try 5 Base Line Masking Sheets free! For 1250, 1300, 2066-SD, LD! Write now, mention press!

NOW run envelopes, or small, thin, slick, or curling stock *easily*—to hairline register! VISI-GUIDE's five free-rolling steel balls give *positive, continuous* control, prevent "bounce" or rebound! For Nos. 1200, 1250 only $19.95; No. 1300 $24.50; No. 2066 (2) $59.00, *postpaid* with check. 10-day money back guarantee! Write today!

Dealers: Write for full information!

LITHO ENGINEERING & RESEARCH
2417 Second Ave., Dept. OM, Seattle 1, Wash.

For More Information Circle No. 293

lighted by specialized workshop discussions for dealers, manufacturers and representatives. The association reported an increase in membership to over 1400.

John E. Mossman, New York, was re-elected president. Newly named vice presidents are Floyd A. Fenn, Los Angeles; Melvin Levin, Boston; M. G. Wheeler, Greenwich, Conn.; Roger W. Young, Detroit. In 1958 NOFA will go to Philadelphia for its annual convention.

Royal McBee Appointments

W. W. Pennels, vice president, office typewriter sales and service, announced two appointments within his division of Royal McBee Corp. Frank G. White, formerly accounting manager, western

Frank G. White

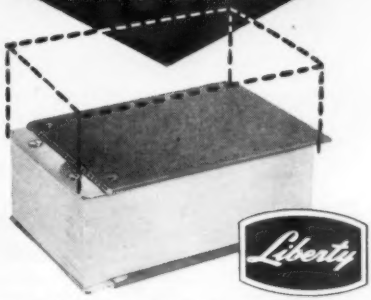
Frank Schooley

region, was named assistant to the vice president, office typewriter sales and service. Frank Schooley was named administrative assistant, office typewriter sales and service. Mr. White has been with Royal since 1948. Mr. Schooley joined in 1950. Both will be headquartered at the home offices in Port Chester, N. Y.

Gavrin Plant Manager

Arthur J. Gavrin, president, Arthur J. Gavrin Press, announced the appointment of Royal Friedlander as plant manager of the company's main plant at New Rochelle, N. Y. Mr. Friedlander has been associated with Gavrin Press since the company's formation in 1938 and is, in length of service, its oldest employee. Prior to this appointment he was in charge of Gavrin's composing department.

This Binder has almost DOUBLE CAPACITY!



Because the Liberty Binder is equipped with Magic Binding Posts—the posts that extend themselves more than 50%—you get almost twice the space for binding loose-leaf records.

Magic Posts available in two diameters: 3/16" and 5/16"; 15 different post lengths; each extends more than 50%.

Liberty Binders offer more for your money because they're made of rugged, tough masonite with strong, long-wearing aluminum hinges . . . a combination that makes them last for years and years. Binder complete with posts in any length are priced as low as $2.35 for 8½ x 11" size.

Write for complete information and prices.

BANKERS BOX CO., Dept. 0-5

2607 North 25th Ave. • Franklin Park, Ill.

For More Information Circle No. 382

SORT-O-FILE

SAVES 20% TO 60% TIME

30 Models. Systems Sorting Service

THOUSANDS IN USE

For fast hand-sorting of cards, checks, letters, invoices, orders, business forms or public documents. We make all types from tiny desk models to shuttle-carriage machines. Write for illustrated circulars.

The Sorter You've Always Wanted

Representatives everywhere.

Associated Industrial Designers

P.O. Box 39652, Los Angeles 39, California

Plant: 1248 East Sixth Street

Warehouse: New York, Chicago

For More Information Circle No. 383

The new Cycolac receptacle, which Apsco Products, Inc., is making for its Dexter Super-10 and Dandy Super-10 pencil sharpeners, was unbroken after being under the rear wheel of a 2510-lb. car for over 20 minutes. A. D. Farrell, Apsco vice president in charge of sales, said the receptacle is guaranteed unbreakable.

Apeco Sales Expansion

Expansion of its sales structure to further accommodate the needs of its customers was announced by American Photocopy Equipment Co., Chicago. The company expanded from five to eleven regional sales areas to meet its continued growth, stated Lloyd Briggs, executive vice president, who said, "Sales of all models of Apeco Auto-Stat photocopy equipment are up approximately 30% over the same period last year."

The eastern sales division is headed by J. B. Magruder, former assistant national sales manager. R. J. Boccieri is sales manager of the New York region. Boyd Shultz is sales manager of the Boston region. W. H. Roberts was appointed sales manager for the Philadelphia region. J. G. Coleman is manager in Dallas.

"Paper Punches Every Office Needs!"

CLIX
3-HOLE PAPER PUNCH

Simplest, surest paper punch made. Punches all 3 holes for 3-ring binder sheets at a single squeeze. No adjustments to make, no gauges to set, no places to mark. Insert sheets and squeeze! Weighs less than 16 ounces; fits brief case or desk drawer. $4.00 list.

MODEL 3 . . Punches 3 holes ¼" dia., spaced 4¼" on centers, ¼" from back binding edge — standard spacing 11" x 8½" sheets.

Improved
CLIX
1-HOLE
PAPER
PUNCH

Personal paper punch for individuals, home, office and industry. Light pressure of thumb punches clean ¼" hole instantly in paper, light cardboard, etc. Ideal for punching tickets, tags, restaurant checks. 12 in counter display carton. 60 cent list.

MODEL 100x . . . Punches ¼" hole, ¼" from binding edge.

Clix PAPER PUNCH

Order from your Stationer or Office Supply Dealer

NEW ENGLAND PAPER PUNCH CO., NATICK, MASSACHUSETTS

WESTERN REP.—HARRY HENKEL ASSOC., 1355 MARKET ST., SAN FRANCISCO

For More Information Circle No. 370

Diebold Acquires Record Files

Raymond Koontz, president, Diebold, Inc., announced that Diebold had acquired all the outstanding shares of Record Files, Inc., Wooster, Ohio. Record Files manufactures a complete line of steel storage files and accessories, sold through their own nationwide direct sales organization. Their 40,000-sq. ft. factory employs approximately 100 people. Record Files, Inc., will be operated as a wholly owned subsidiary of Diebold, Inc.

Ozalid Microfilm Equipment

A complete line of microfilm and microfilm equipment was announced by the Ozalid Div. of General Aniline & Film Corp., according to Walter A. Hensel, vice president and general manager of the division. The new equipment, to be marketed under the name Microline, includes cameras, processors, readers, enlargers and accessories, as well as roll and sheet diazo-type microfilm. Ozalid will also distribute aperture cards, jackets, mounting equipment and viewers manufactured by the Filmsort Div. of Dexter Folder Co.

Old Town Officers

James H. McGraw Jr., president and chairman of the board of Old Town Corp., announced the election of the following officers: Lawrence Avanzino, vice president and general sales manager; Alfred O. P. Leubert, vice president and treasurer; James H. McGraw III, secretary. All are also directors of the company.

NOMDA Dealers Rent Machines

Commercial-Pacific Corp., 234 E. Colorado St., Pasadena, Calif., is handling equipment leases for members of the National Office Machine Dealers Assn. This allows dealer members to rent equipment to customers, since many offices would rather lease machines than buy them outright.

MANY FIRMS SHRED AFTER MICROFILMING

Add filing space by destroying cancelled checks, ledger sheets, time cards, W2's, pay vouchers, and obsolete papers—in your own office! The new "SILVER EXECUTIVE AUTOMATIC" Paper Shredder is the only automatic feed machine . . . shreds papers into unreadable 1/4" strips, in just a few seconds! The machine is an attractive, typewriter-size, portable desk model, with full 1/2 HP motor. Completely safe, and easy to operate. Many other sizes available, too.

Ten-Day Trial on any shredder. Write today for literature.

INDUSTRIAL SHREDDER And Cutter Company

103 MILL ST. • SALEM, OHIO

For More Information Circle No. 355

Complete!

You don't sell only one part of a jig-saw puzzle . . . why sell *only* part of your customers' printed forms needs.

Hano's complete line lets you supply the right form for every need . . . Autographic Registers and forms, Snap-a-part sets, Continuous forms, Stock forms and Tabulating forms.

Forget trying to sell a "just as good" . . . sell Hano and watch your form department profits grow!

Some dealerships open in the South, Southwest and Midwest for established stationers.

PHILIP Hano COMPANY, INC.

MANIFOLD PRINTERS SINCE 1888

General and Sales Offices: Holyoke, Massachusetts — *Warehouse and Branch Plant* Mt. Olive, Illinois

For More Information Circle No. 362

Polychrome Adds Chromatone

The rapidly growing Polychrome Corp. in Yonkers, N. Y., has added the entire manufacturing facilities of Chromatone Printing Ink Co., 55 Clarkson St., New York, to their offset supply operation. Irving Simmons, founder of Chromatone, is managing the new ink division. Although all other offset products, including their offset plates, are sold under the name of Polychrome, the newly added ink division will retain its original identity. A new ink color book, illustrating the wide variety of Balanced Formula inks, will soon be available.

Addo in Electronics Field

AB Addo, Swedish office machine manufacturer, has entered the electronics field in collaboration with Dr. Axel Wenner-Gren, it was announced by Addo board chairman George Agrell in this country. The purpose, said Mr. Agrell, is to create a broader basis for production and export of electronic data processing machines in Sweden. Dr. Wenner-Gren's Swedish companies, Alwac AB and Autronic AB, will manufacture, sell and install computers while Addo makes the comprehensive mechanical equipment required for effectively utilizing the electronic units.

On Ditto's Export Staff

Appointment of Jack Veeger and John F. Hale to the foreign sales staff of Ditto, Inc., was announced by Harry E. Horn, foreign sales vice president. Mr. Veeger, formerly with United States Rubber Co., will serve as assistant export manager for Latin American countries. Mr. Hale will be director of the company's European region, with headquarters in Geneva, Switzerland. He was formerly with the U. S. State Department and Pan American World Airways.

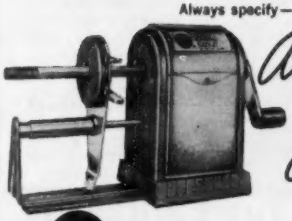
Cado Research Director

David L. Parke, president, Cushman & Denison, announced that William J. Harrison has joined the company as director

A point to remember

Apsco's Dandy Super-10, equipped with nylon pinion gears that reduce the noise factor almost 100% while adding immeasurably to the service life of this famous pencil sharpener model—is now available in your choice of five decorator colors!

Always specify—**APSCO...**



America's office Choice!

Apsco products inc.
Los Angeles, California • Rockford, Illinois • Toronto, Canada

For More Information Circle No. 286

Cleans type *CLEANER!* Handy dauber whisks away dirt and goo in seconds! Non-inflammable, absolutely safe; slow-evaporating, hence economical. Look for the smart new orange-and-blue carton on your dealer's shelves.

CONTAINS NO CARBON-TETRACHLORIDE

69¢ at all stationers and typewriter dealers

For More Information Circle No. 288

THE

"KOH-I-BALL"

. . . the New Double-Ended Ball-Point Pencil

• **writes RED** • **writes BLUE**

another Koh-I-Noor exclusive . . . the only two-in-one ball point pencil of its kind on the market.

- ***polished brass nose-pieces***
- ***light wooden barrel***
- ***full-length red & blue ball-point inserts (easily replaced with available refills)***

Packed either 12 Koh-I-Balls on a display card or in a dozen box.

Retail price 49c
trade and quantity discounts available

Koh-I-Noor Pencil Co.
Bloomsbury, New Jersey

For More Information Circle No. 287

SECRETARIES ACCLAIM

The ALL NEW

SPEEDRITE

FOLDING COPYHOLDER

Welcomed by secretaries as a valuable aid to production and accuracy. Relieves eye and neck strain. Completely adjustable to desk and light conditions. Never in the way. Folds behind typewriter when not in use.

Other Hall-Welter products include: Error-No Copyholders, Speedrite Checkwriters, Chexsigno Check Signers.

HALL-WELTER COMPANY, INC.
38 Mt. Hope Avenue • Rochester 20, N. Y.

For More Information Circle No. 289

Burglarproof Fireproof Patients Record File

Model No. 200 for Doctors, Dentists and Optometrists. Also for microfilm and cancelled checks.

Full roller bearing drawer suspension. Outside Dimensions: 17" wide x 9½" high x 23" deep. Drawer Dimensions: 12½" wide x 6" high x 19" deep. For 3 x 5, 4 x 6 or 5 x 8 cards.

SCHWAB SAFE CO., Lafayette, Indiana

For More Information Circle No. 265

Ask for C-THRU

America's quality drawing and computing devices approved by artists and draftsmen. They like their accuracy, their transparency, the ease of using them . . . and their many plus features. Triangles, French Curves, T-Squares, Protractors and many others. *Send for free Catalog*

THE C-THRU RULER CO.
HARTFORD, CONN., U.S.A.

For More Information Circle No. 267

REPLACE WORN, BROKEN TABS WITH Smith's

OPNWINDO Steel Guides

Remove old tabs—slip these movable, clamp-on guides easily into place.

Available in 1" and 2" widths. Packed 25 to box with labels in strips for easy typing. Also alphabetic labels to 200 subdivisions.

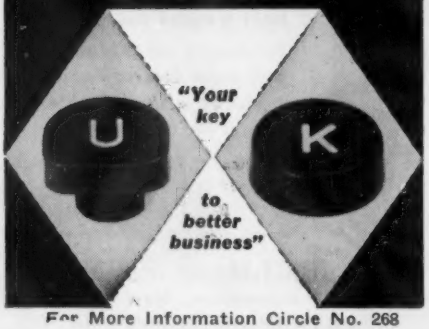
Hundreds of other uses to save time, improve filing. See your office supply dealer or write direct.

CHARLES C. SMITH, INC.
EXETER, NEBRASKA

For more than 50 years, a complete line of time-saving signals and indexes

For More Information Circle No. 266

From Pearl Engraving Corp., comes the finest, precision-engineered keytops. Illustrated: 2 styles for all typewriters. For free samples and brochure, write Pearl Engraving Corp., 29 East 19th Street New York 3, N. Y.



For More Information Circle No. 268

Sales representatives of H-O-N Co. at a sales conference in Muscatine, Iowa, with two new H-O-N desks. Sales training sessions covered Shannovue visible record equipment, 210 Hushed cradle suspension files and an improved card cabinet line. L. to r. are John Hahn, Jerry Boulund, Bob Goss, R. M. Cleary; Wm. Duval, vice president in charge of sales; Dick Honeyager, Wm. W. Burt; John Van Lent, advertising and sales promotion manager; Fred Green, E. M. Stewart Jr., Dave Kohansky and Wm. L. Thomas.

of research. For 13 years Mr. Harrison was with a division of J. & P. Coats, and for three years with the Riegel Textile Division of Trion Co. During the war he was a Group Leader in the Textile Research Laboratory of Monsanto Chemical Co. and was more recently with Chemo Textiles, and Industrial Strands Corp.

A. B. Dick Co. Director

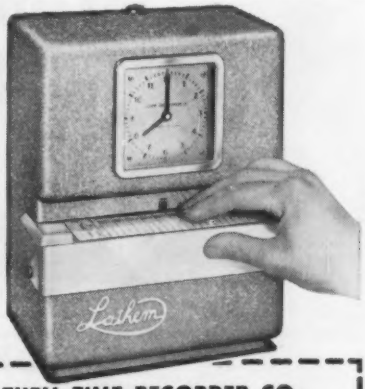
Karl R. Van Tassel, executive vice president, A. B. Dick Co., was elected to the company's board of directors. He fills the vacancy created by the resignation of Charles Y. Freeman, a board member since 1934 who retired from active business. Mr. Van Tassel joined

Protect your Profit margin

with a Lathem TIME RECORDER

Employee time is the biggest single item of overhead. Lost time and tardiness can add a heavy and useless burden to this expense. A LATHEM Time Recorder provides the accurate record you must have for complete control of employee time.

LATHEM TIME RECORDER CO.
84 THIRD STREET, N.W.
ATLANTA, GEORGIA



LATHEM TIME RECORDER CO.
84 Third St., N.W., ATLANTA, GEORGIA

Gentlemen: Please send me further information, catalog and prices. I understand there is no obligation on my part.

Name_____

Address_____

City_____ State_____

For More Information Circle No. 379

Itkin Bros., New York office furniture dealers, have redecorated their Madison Avenue display rooms. Color predominates on the showroom floor while time and space saving equipment can be seen in use on the mezzanine.

A. B. Dick in 1956. He was with General Electric Co. for 30 years and just prior to leaving was general manager of their Knolls Atomic Power Laboratory in Schenectady, N. Y.

Victor Export Administrator

Earl V. Campo moved up to the newly created position of export administrator of Victor Adding Machine Co. He was

TWO BRAND NEW TIME SAVERS

COP-E-ETT Copy Board

Line Spacer, Lectern Book and Tape Reader Display Stand.

One works Tape, Letter & Legal. $7.95

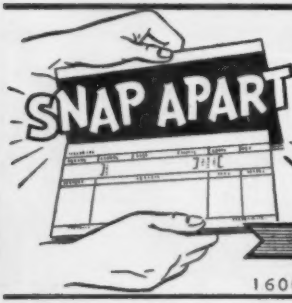
WHIRL-BOARD File

Snappy, Snag and Tear free. Rings move with Papers.

Three Sizes Note, Letter & Legal.

LANSDALE PRODUCTS CORPORATION
BOX 568 LANSDALE, PA.

For More Information Circle No. 371



ONE-TIME Carbon Forms

Increase Efficiency, Reduce Costs

Sold through our Dealers only . . .

DEALERS: Liberal Discounts—Delivery you can depend on. All forms carry YOUR imprint. No inventory, equipment, shipping or warehouse costs. Write TODAY to New Dealer, Dept. 1, 1600 E. 26th St., Little Rock, Ark.

INTERNATIONAL BUSINESS FORMS
INCORPORATED
FORMERLY ARK-N-SETS, INC.
1600 E. 26TH STREET • LITTLE ROCK, ARKANSAS

formerly a Victor district manager in Dallas. In announcing the appointment, A. F. Bakewell, sales vice president, said: "Creation of this new position is aimed at broadening our present export market and Mr. Campo's successful experience in retail and wholesale sales well qualifies him for the task." His first assignment was to visit the many Victor distributors in Europe.

Olivetti's Chicago Building

Olivetti Sales Corp. opened a new sales and office building April 8 at 332 N. Michigan Ave., Chicago, it was announced by Dino Olivetti, president of Olivetti Corp. of America. Construction of the ultra-modern three-story building was necessitated by the rapid growth in the company's operations in this area since it opened a Chicago branch three years ago, Mr. Olivetti said.

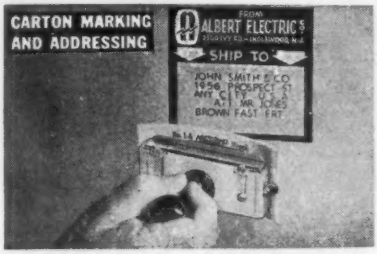
Thermo-Fax Regional Managers

Appointment of two region sales managers was announced by the duplicating products division of Minnesota Mining & Mfg. Co. James F. Higgins has been promoted to region sales manager for Thermo-Fax copying products in 23 eastern states. James C. Greene was promoted to region sales manager for 25 western states. Both will headquarter in St. Paul. Robert C. Wells is sales supervisor for the duplicating products division in six west coast states and responsible to Mr. Greene, whom he succeeds in the post.

Paraliner Dealer Manager

William S. Loeb, president, Paraliner Co., manufacturers of the Paraliner Line-Up and Light Table and Paraliner Forms Ruler, announced the appointment of Don A. Moler Distributors, 1011 20th St. NW, Washington 6, D. C. as national dealer sales and promotion manager. Mr. Moler has been exclusive U. S. Government representative for Paraliner since its inception.

MULTISTAMP
STENCIL DUPLICATOR ®
MANUFACTURED ONLY BY THE MULTISTAMP CO. NORFOLK, VIRGINIA



PRINT DIRECT! Save the cost of shipping labels and of attaching labels to cartons. Address 1,000 or more cartons from one low-cost stencil without re-inking. Model 1A illustrated, complete outfit, $12.50. Smaller size, Model No. 1 complete outfit, $9.50.

ALSO IDEAL FOR
SHIPPING TAGS — MENUS
LABELS — OFFICE FORMS
POSTCARDS — BULLETINS

Portable, non-mechanical, or non-corrosive metal, replaceable ink pads. 8 complete outfits: $9.50 to $99.50, including supplies (f.o.b. factory). No. 3 complete outfit (illustrated below), postcards and large tag size, $19.50. Write for literature or see your office or shipping room supply dealer.

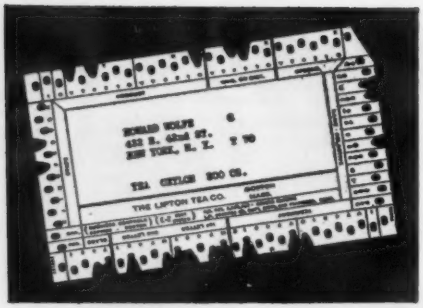
THE ORIGINAL HAND STAMP STENCIL DUPLICATOR

OVER 35 YEARS
For More Information Circle No. 356

For Your Annual
TYPEWRITER ROLLER CHANGE

Insist on a "Futuristic" 5-Star Platen for Best Results
Manufactured and Distributed to Office Machine Dealers by
AMES SUPPLY COMPANY
Contact your Local Typewriter Dealer

For More Information Circle No. 391



E-Z SORT SYSTEMS save time and money in every department...

- Accounts Payable
- Accounts Receivable
- Cost Accounting
- Payroll
- Purchasing
- Manufacturing
- Inventory
- Sales
- Research

Each individual department in your company can keep and service its own records—faster and easier, with present untrained personnel—by using an E-Z Sort System. No need to centralize your sorting and tabulating while you worry over expensive machine costs. Try E-Z Sort in just one department and its efficiency will spread throughout your organization. Ask for a demonstration and you'll see why!

E-Z SORT SYSTEMS, Ltd.

45 Second St., Dept. 22, San Francisco 5, Calif.
Sole Manufacturers of E-Z SORT SYSTEMS.
Over 50 Offices to Serve You.

For More Information Circle No. 388

Big International Fair

The largest international trade fair ever held in the western hemisphere was the U.S. World Trade Fair last month at the Coliseum in New York. There were over 3000 displays from 59 countries and 42 elaborate national pavilions. Among the exhibitors of office equipment and supplies were Gaut Blancan S.A.; Block & Anderson Ltd.; Gestetner Ltd.; Imperial Typewriter Co.; Nippo Machine Industry Co.; Olivetti Corp. of America; Oniyah Carbon Paper Factory; Plus Computing Machines, Inc.; Remington Rand Ltd.; Tan Sad Chair Co.; and Tipdex Ltd.

Buys Sand Urn Division

Franklin Metal Products Co., Chicago, announced purchase of the Sand Urn Div. of Compco Corp. Since 1932, Compco has manufactured urns. Due to expansion of other products, they decided to discontinue making urns. The sale included all machinery, tools and dies. According to Leon Franklin, the best selling Compco models have been added to the Franklin line of sand urns which they have made since 1945.

Complete Duplicating Dept.

Michael F. Goldsmith has rejoined Addressing Machine & Equipment Co., New York, as manager of its combined offset and duplicating departments, according to Joseph Rubenstein, president. All types of reproduction equipment will be handled in one department. Addressing Machine is celebrating its 36th anniversary and, in re-entering the offset field, feels it will be rounding out its line, keeping apace with its title, "The Department Store of Office and Printing Equipment".

Japanese Subsidiary

J. B. Ward, president, Addressograph-Multigraph Corp., announced the completion of negotiations for the establishment of a foreign subsidiary to be known as

WANTED

WE PAY HIGHER THAN TRADE-IN PRICES

for

BOOKKEEPING MACHINES

BURROUGHS • REMINGTON • NATIONAL • SUNDSTRAND

ADDRESSOGRAPHS — GRAPHOTYPES
CALCULATORS — KARDEX CABINETS
BRANDT COIN MACHINES

TOP PRICES PAID FOR LATE MODEL MACHINES.
PLEASE SUBMIT COMPLETE DETAILS WHEN WRITING.

BOOKKEEPING MACHINES, INC.

434 Broadway—Dept. G, New York 13, N. Y. WAlker 5-1459

For More Information Circle No. 198

KEY TO MOTOR DEPENDABILITY IN BUSINESS MACHINES...

Special engineering is the key to motor dependability in business machines . . . because it assures the exact mechanical and electrical requirements for the application. This is one of the reasons why more and more designers of leading business machines are turning to Lamb Electric Motors, which are *all* specially engineered.

The Lamb Electric Company, Kent, Ohio

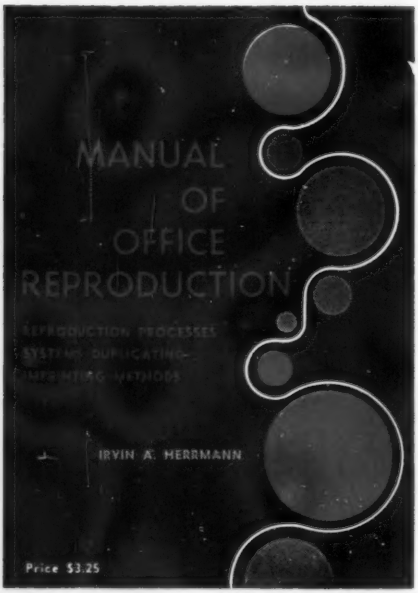
In Canada: Lamb Electric–Division of Sangamo Company Ltd.–Leaside, Ontario

Lamb Electric

SPECIAL APPLICATION FRACTIONAL HORSEPOWER **MOTORS**

For More Information Circle No. 199

THE ONLY BOOK OF ITS KIND!



Describes all office reproduction and duplicating processes. Time-saving charts show at a glance which process to use for best results in any situation. Tells how to make the most economical use of whatever duplicating machines an office may now have—how to combine the advantages of one process with those of another to save time and money. Also tells when not to use certain methods.

Includes:
CARBON PAPER,
SUBSTITUTES FOR CARBON PAPER,
GELATIN HECTOGRAPH DUPLICATING,
FLUID DUPLICATING,
STENCIL DUPLICATING,
RELIEF DUPLICATING AND PRINTING,
OFFSET DUPLICATING,
PHOTOGRAPHY (CAMERA),
CONTACT PHOTOCOPY,
CONTACT PRINTING (TRANSLUCENT MASTER),
FACSIMILE MASTER PREPARATION,
AUTOMATIC TYPEWRITERS,
AUTOMATIC DATA PROCESSING,
COMMUNICATION TRANSMISSION,
FACSIMILE TRANSMISSION,
PUNCHED CARD DATA TRANSMISSION,
IMPRESSION STAMPS,
ADDRESSING METHODS,
TABULATING MACHINES,
SIGNATURE MACHINES,
OTHER IMPRINTING MACHINES,
BINDING AND FINISHING EQUIPMENT.

Over 200 pages of helpful information, and illustrations (including 100 pages of advertising by duplicator manufacturers, with Buyer's Guide index).

OFFICE PUBLICATIONS CO.
232 Madison Ave., New York 16, N. Y.

Please send me ..... copies of the MANUAL OF OFFICE REPRODUCTION at $3.25 a copy. ☐ *I enclose remittance.* ☐ *Send invoice.*

Name .....

Company .....

Street .....

City ..... *Zone* .... *State* .....

Addressograph-Multigraph of Japan, Ltd., with headquarters in Tokyo. A principal in the formation of the new company is Aiichiro Fujiyama, one of Japan's most influential and highly respected business leaders.

Office Practice Aids

Since Smead Mfg. Co. began offering teaching aids through the Foundation for Business Education in 1953, over 17,000 business teachers have received more than 38,000 filing practice sets and over 200,000 copies of Smead's free typing test. Information on Smead's teaching materials can be had from Smead Mfg. Co., Hastings, Minn.

Adds Research Space

Royal McBee Corp. announced it has taken a lease on approximately 6,000 sq. ft. of space in a building under construction in West Hartford, Conn. This new space will house additional research and development facilities, supplementing those in Royal McBee's building at 1031 New Britain Ave., West Hartford, where the company's research and development division maintains its headquarters.

Expand Sales Department

To meet increased demands, Robertson Photo-Mechanix, Inc., has expanded its sales department by promoting three of its experienced personnel. D. Thomas Kennedy, who joined the company as advertising manager almost four years ago, was appointed sales manager. Mr. Kennedy, since joining the company, has subsequently been sales promotion manager and assistant sales manager. Albert Howard and Clifford Mitchell were promoted from Robertson's Service Department into sales in the capacity of sales-service engineers.

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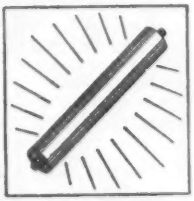

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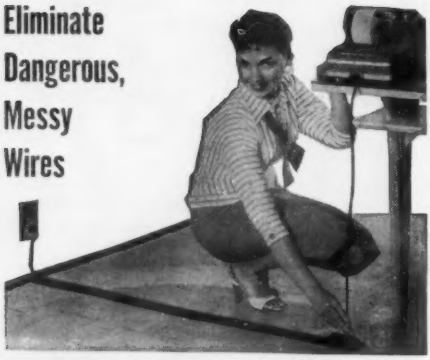

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National Assn. of Educational Buyers, Sheraton-Gibson Hotel, Cincinnati, May 1-3.

National Assn. of Credit Men, Miami Beach, Fla., May 12-16.

National Office Management Assn., Statler Hotel, Los Angeles, May 12-15.

American Institute of Industrial Engineers, Statler Hotel, New York, May 16-17.

National Industrial Conference Board, Waldorf-Astoria Hotel, New York, May 16-17.

New York Stationery Show, New Yorker Hotel, New York, May 19-24.

Insurance Accounting & Statistical Assn., Palmer House, Chicago, May 19-22.

National Society for Business Budgeting Palmer House, Chicago, May 23-24.

Institute of Internal Auditors, Ambassador Hotel, Los Angeles, May 26-29.

National Office Machine Dealers Assn., Penn-Sheraton Hotel, Pittsburgh, June 30-July 3.

National Assn. of Cost Accountants, Sheraton-Park Hotel, Washington, D.C., June 23-27.

National Machine Accountants Assn., Conrad Hilton Hotel, Chicago, June 26-28.

National Secretaries Assn., Sheraton-Jefferson Hotel, St. Louis, July 17-20.

American Statistical Assn., Ambassador Hotel, Atlantic City, N. J., Sept. 10-13.

National Stationery & Office Equipment Assn., Conrad Hilton Hotel, Chicago, Sept. 28-Oct. 2.

National Institute of Governmental Purchasing, Netherland Hilton Hotel, Cincinnati, Oct. 6-9.

Systems & Procedures Assn. of America, Statler Hotel, Los Angeles, Oct. 7-9.

National Assn. of Bank Auditors & Controllers, Atlanta Biltmore Hotel, Atlanta, Oct. 7-10.

American Institute of Accountants, Roosevelt Hotel, New Orleans, Oct. 26-31.

National Business Show, Coliseum, New York, Oct. 28-Nov. 1.

National Business Forms Associates, Hollywood Beach Hotel, Hollywood Beach, Fla., Nov. 9-14.

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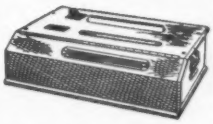

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As We See It...

How automation will change the job description of many white collar workers is another important factor in the impact of electronics on the office.

Some companies now have two or three years experience in the use of giant computers. Certain typing and bookkeeping positions have been eliminated from their payrolls. No employees have been dismissed, however. While the job itself has disappeared, the worker is still in the company, either in the same function in another department or frequently adjusting to new skills and expanding his or her knowledge at higher work and pay standards. In one company, the number of people necessary to program the computer exceeds the number of jobs eliminated in the clerical departments. The quicker acquisition of more knowledge is more important than payroll savings in this case.

The latest summary from the Bureau of the Census indicates the office worker shortage is continuing. Although the clerical work force grew by approximately 15% from 1950 through 1956, this labor pool still suffers from too small a reserve of available workers. There are now nine million men and women in clerical work.

It is obvious automation by itself will not solve our office personnel shortage. Like a person with chronic sinus or non-crippling arthritis, we must live and work with this condition in industry in the foreseeable future.

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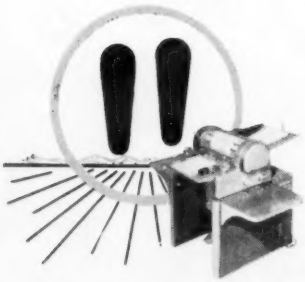

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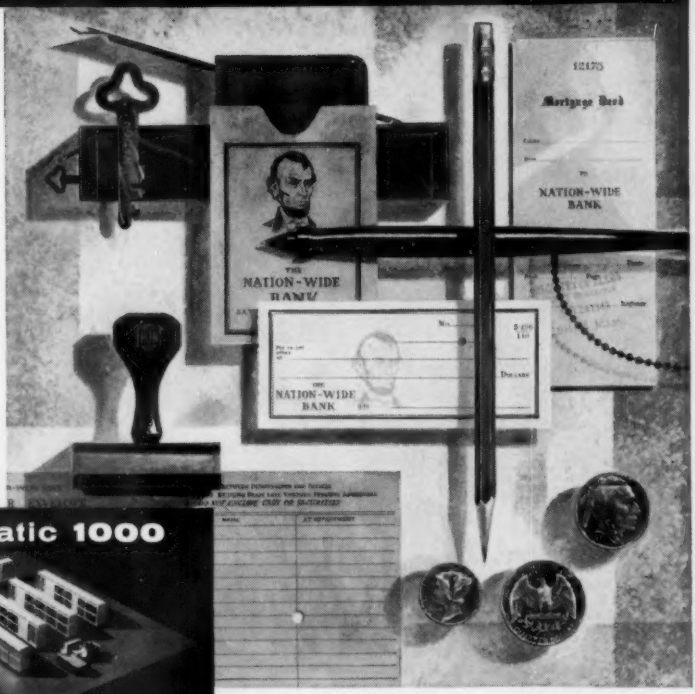
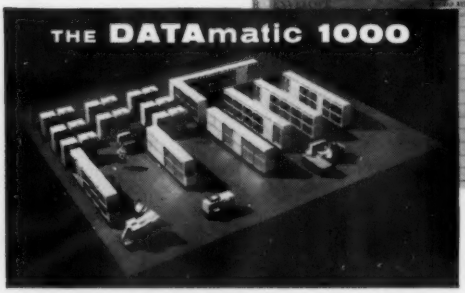
THE GIANT STEP FORWARD IN BUSINESS DATA PROCESSING

How a bank will post daily changes into 700,000 stockholder records in less than 1 hour!





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